

# THE SUCCESSFUL SECRETARY

BY

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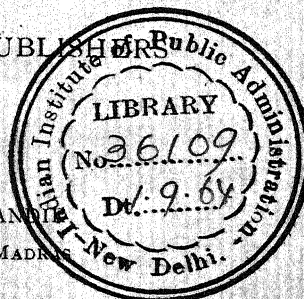
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## FOREWORD

The book is meant for the benefit of non-official organizations which wholly lack guidance in this country. Each little institution is left to carry on as best as it might without the aid of a manual such as is available to administrators of Departments under Government. In fact, the word 'Government' itself means the systematization of procedure in administration under all possible contingencies and in all possible emergencies. Here is a manual for the governance of non-official organization prepared by Mr. M. Bapineedu whose knowledge and experience acquired in America and India have qualified him to undertake the task. The little book is a real aid to public work in that it offers guidance in respect of organization and publicity methods. In India we are not acquainted with the art of advertisement of public work and are apt to think that it is opposed to our innate sense of modesty and instinctive bias for self-effacement. But times have changed and public work carried on in a spirit of service cannot be hidden under a bushel.

The value of any book lies in relation to the time chosen for its publication. This book is particularly welcome at a time of general elections. Elections mean organization, propaganda, publicity, a constant emphasis on the essentials of political life and political programmes. The main duty of workers is to meet misrepresentations and indeed nip them in the bud. To do this effectively and expeditiously is an art and every art requires an elaborate study which is helped by this book.

Not less important is the art of Public Speaking. A Sanskrit saying says that only one in a thousand is a

speaker. To present a problem before the public in all its fulness, albeit in brevity, requires a sense of proportion, a sense of perspective and a sense of propriety which do not take a spontaneous birth in every brain. They must be helped to grow. Even more difficult is the management of office. It requires the capacity to deal with men and matters. Accounts are dead figures which won't rebel except when there is inadvertence or dishonesty, but men are living beings endowed with passions and emotions and to handle them so as to press them into service for the promotion of common interests is both a science and art which require a psychological study.

Finally, although the book is entitled "The Successful Secretary"—or perhaps because it is so entitled—it condenses a volume of information in a limited compass so as to make available to a Secretary that aims at success, all the disciplines necessary for the purpose. Many eminent men, notably statesmen, are really *made* by their Secretaries. It need hardly be said that Kings and Emperors are nothing without their omniscient and omnipresent Secretaries. Premiers have to get their notes for an afternoon debate on a controversial Bill from their Secretaries. Orators must have their Secretaries to make readable epitomes of their speeches which in delivery might be rambling and long-winded but which when read are made terse and telling. When engagements come crowding upon a public man, it is the Secretary that makes them orderly and compels his master's punctual attendance at them. When one's itinerary is arranged, the adjustment of timings and places

is the most responsible duty that one's Secretary has to fulfil. Even people who have been accustomed from their youth to rely upon themselves altogether soon discover that without a Secretary, things will go pell-mell.

The first desideratum in a Secretary is his personal appearance. A certain Maharajah used to advertise for a Private Secretary very often and incorporated in the advertisement invariably a demand for the candidate's photograph. I must say I have been impressed on not a few occasions with the elegant features no less than with the charming manners of the Private Secretaries of Maharajahs—young, fair-looking, slim, agile, polished and winning. Of course I am only speaking of young men, not young women. It is well known how Lloyd George had a Secretary for thirty-five years who was all in all to him and ultimately became, on the death of his first wife, his second spouse and participated in the honours of the peerage which crowned the Welsh Wizard's varied life. Lord Reading, likewise, married his personal secretary and conferred upon her the honours of a marchioness. In India, scope for similar honours does not exist and such honours as still exist will very likely find their end very soon.

Apart from this, the fact remains that a Secretary must have a taste for letters and a bias for culture. A merely mechanical secretary becomes an automaton who may carry you like a railway from station to station in life but does not give you the joy that a motor gives by its bumps and thrusts. If a Secretary is able to judge a picture which a painter has brought to you for sale or

appraise a poem which a juvenile writer has produced in your honour or appreciate a song which the musician renders for your entertainment, he will undoubtedly be a most valuable asset to you both in your private life and in your public career. Oftentimes, a Secretary suddenly rises to the position of a Minister or a Dewan or an Administrator or a Governor of a Province or the Resident of a State by a display of qualities far superior to those which his legitimate occupation would prescribe as a minimum requirement. Such cases are not unknown though they are on the whole rare enough.

Above all, a Secretary requires for success an integrity of character, a sweetness of temper even in saying "no" to a request and a breadth of culture, a width of sympathies and a depth of understanding and above all a measure of courage, sympathy and fairness—qualities which will certainly enable him to tide over all difficult situations and solve all puzzling problems. He must realise that the manner in which he acquits himself before the public, will make or mar the reputation of his master, the success or the failure of the institution whose affairs he is managing, the popularity or otherwise of a new movement which he has perhaps inaugurated. The Secretary is the force behind the throne. He is the prime mover of every progressive mechanism. His make-up is well worth a study—and it is such a study that is attempted and attempted successfully in the following pages.

## ACKNOWLEDGEMENT

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I acknowledge with thanks the kind co-operation I have had from the several friends of mine who have helped me by giving their valuable suggestions in bringing out this Book. Firstly my thanks are due to Shri Pyarelal, Private secretary to Mahatma Gandhiji, who was kind enough to contribute the Chapter VI on Late Shri Mahadev Desai, entitled "Mahatma Gandhiji's Ideal of a Private Secretary". I also thank Mr. M. Chandrasekhar, Journalist, and for a number of years-my able assistant in the Andhra Harijan Sevak Sangh, for his help in preparing the chapter on "How to keep accounts"; Mr. J. Ramachandrarao, Lecturer, Sir. C. R. Reddi Municipal College, Ellore, who has kindly gone through my manuscript and Dr. G. V. Sitapathi, who has, besides looking after the proofs, has given me immense help and co-operation in bringing out this book. My thanks are specially due to our well-known leader, Dr. B. Pattabhi Sitaramayya, who was kind enough to write the fore-word to this book.

THE AUTHOR



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# Introduction

## CHAPTER I

ORGANISATION has always been, and still is, one of the ruling passions in my life. Since my student days, I have had something to do with organising one association or other, having been its first Secretary or founder-President or Joint-Secretary. For proper and efficient discharge of one's duty, in whatever walk of life one is placed, organisation is essential. Without organisation success is doubtful. Besides, we are sure to have some confusion, worry or failure, be it a small village meeting or a world war ! Today the culture and civilization of a country or a community, and even the fitness to survive in the struggle for existence, seem to depend mainly upon the kind and strength of the organisations in all branches of life. Organisational work decides everything. Mr. Stone, U. S. War Correspondent, attributes the fall of Rangoon to the Government's failure to organise the country's defence, besides incapacity to make decisions when the crisis came. In the language of Sir M. Visveswarayya, "Large achievements in these days depend upon organisation and mass action. Individuals are powerless". Organisation means office and office-bearers, president, secretary and members, and it is the Secretary that makes or mars an organisation. He is the key, link, lighthouse, rudder, all combined into one. To a great extent, success in elections, business, meetings, propaganda, big industry, companies, government, daily

life, planning post-war problems, all entirely depend upon him, and he is to a great extent the deciding factor. Organisations such as the Indian National Congress, limited concerns, and public or private companies, are all having Secretaries, paid or honorary. But what secretarial service is, is just beginning to be understood. In the United States of America, there are institutes to coach and certify secretaries. A successful secretary there is as much in demand as a good civil service man in our country, and he is fabulously paid. Very little attention is paid in our country to the right choice of a successful secretary, and a secretary when chosen never worries about his further equipment or efficiency. In the times to come, and even now, there is a growing demand and place for a good secretary to run the National concerns of our people as efficiently as the Government is run.

Wendell Wilkie, author of that much discussed and little-use-to-India book, "One World", when he travelled round the world in forty-nine days,—thirty on the ground, the remaining in the air, a total of 160 hours, flying eight to ten hours a day,—certainly had to depend on his private secretary for planning. What the late Mahadeo Desai was to Mahatmaji as a personal secretary needs no mention.

I have had occasions or opportunities to be in charge of many provincial organisations, such as the Madras Industries Association, the Andhra Harijan Sevak Sangh, and the Resettlement Committee, and to take charge of National Leaders' tours, as Mahatmaji's

Andhra Harijan tour, England's India League tour, Congress Ministers' tours, besides picketing, work, elections, conferences, etc. During Mahatmaji's Andhra Harijan tour of 1933, which included ten districts in fourteen days, visiting seventy-six villages and a travel of 1800 miles (1024 miles in train, 667 by motor, 15 by steamer and 2 on foot), the programme in all the districts had been settled as per Thakkar Baba's instructions, in consultation with the District Secretaries and finally got approved by Mahatmaji after great scrutiny. So what happened? The days used to end at 12 p.m. with delayed food and disorganised meetings, resulting in taxing the old man. Was it not a common feature during the Congress Ministry, for meetings fixed at 5 p.m. not to commence till 10 or 11 p.m. in the night to the great inconvenience, discomfort and annoyance of the public? This was due to the inefficiency and incapacity of those organisations at the places of previous meetings. Sometimes, elections are lost or won entirely through bad or good organisations. In the West Godavari District Board elections of 1935, in the Nidadavole Firka, which was new to me, I could defeat a powerful opponent by successful organisation and propaganda within the twelve days I had at my disposal.

Visit some of our Congress offices and request for some information about the district. Not even a map of the district will be available, not to speak of census figures of the taluqs. There are occasions when even the leaders miss the trains owing to want of a Railway Time-table at the office.

During the Ministerial tours, it often occurred to me that with a little more pep, efficiency and equipment in the organisation he could have avoided delayed meetings, discontented public and dissatisfied guests. I often thought that our secretaries should have some guide as to how to run an office. Feeling confident that our active, enthusiastic youth with their all-preparedness for sacrifice, will-welcome any attempt of a co-worker, in the light of accumulated experience, to place his suggestions in that direction in a book form, I have ventured to publish this little book.

While imprisoned in the Trichy Jail, after our resignation, I prepared an outline. After release, one day I had occasion to show and discuss it with Mr. R. V. Krishna Iyer, our able Secretary of the Madras Legislature then. He encouraged me to publish it soon. But we are not always masters of ourselves. It is time that such a book is presented to the budding secretaries or secretaries-to-be, and even to those who already have the privilege to work as secretaries to enable them to compare notes.

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# Growing Organisations

## CHAPTER II

WHAT is organisation ? " Effective and efficient working of collective will of a group of persons with a common view," that is organisation. From the earliest days, human civilization seems to have worked itself up gradually through Organisation or organised methods in all branches of life. Nowadays, the importance of organised work has been recognised as it decides everything. " The culture and civilisation of a country or a community and even its fitness to survive in the struggle for existence seem to depend mainly upon the kind and strength of the organisation in all branches of life it possesses." As has been pointed out, even success in war depends upon careful organisation and planning, besides men, ammunitions and wise generalship.

All the world over, there is a rapidly growing tendency for organisation and organisational work. Day in and day out, we read reports of many meetings. In India, with the present all-round awakening after the Gandhian era, annually in thousands of meetings, millions are meeting to discuss and decide matters of international to village importance. There are All-India, National, communal, literary, religious and social organisations, such as the Indian National Congress, the Muslim League, the Hindu Mahasabha, Liberal Federation, Women's conferences, the All India Communists, Party, Depressed classes, Sikh Sabha, the All India Spinners' Association, the All-India Village Industries Association, the Harijan Sevak Sangh, etc. all with well-established branches working in every

district of our country. Hundreds daily meet to decide vital matters affecting the life of the whole nation. Mass movements, such as Labour Union, Youth Leagues, Students' Congress, Ryots' Associations, Kisan Sabha, etc. have sprung up. In short, there is not a branch of life which is not organised.

In a town like Bezwada, we find organisations numbering nearly sixty. The Bar, Bezwada Bank Clerks, wholesale cloth dealers, retail cloth dealers, their clerks, rickshawallahs, jutkawallahs, factory workers, journalists, press-workers, hand-cart pullers, all are trying for their uplift through their organisations. This means rules, regulations, chairman, secretary, meetings, records, and reports, irrespective of the size, importance, membership and business turnover.

In the postwar period, the tendency to organise will be still greater. Post-war reconstruction means wise planning, effective organisation, proper production, good distribution and efficient transportation.

The Secretary is the driving force and life of all the organisations. He is the pivot on whom the whole edifice rests and round whom it moves. Upon him depends efficient execution and successful discharge of the work of the organisations. A successful secretary means successful organisation and useful work. The Governments all over are conducted by and dependent upon their permanent and paid secretaries and under-secretaries. Secretaries have a lot to do, if not everything in shaping the destination of the nation or the country.

The success and popularity of a Viceroy or Governor sometimes depends upon his Home and Private Secretaries. One Home Secretary's timely note or circular may save a national catastrophe or an inefficient one may add fuel to the fire. On a Finance Secretary's vigilance in framing budgets will depend the status of a country as creditor or debtor. So also the circulars of the bosses of Food, Education, Development, P. W. D. and other departments have the power to confuse or clarify the operation of general principles in practice.

Just to give some idea of the place of secretaries in the Government, the National Ministry of the United Kingdom is given as an illustration :

**The War Cabinet.**

Prime Minister.

Secretary of State for Foreign Affairs - Leaders of the House of Commons.

Chancellor of the Exchequer.

Secretary of State for Home.

Ministry of Production.

Ministers not in War Cabinet.

(Ministers for different portfolios, Secretary of State for War for India, Scotland and Colonies)

**Other Ministers**

(Under Secretary of State for Home, for Foreign Affairs, for India, for Burma, for War Office, etc.)

Parliamentary Secretaries for Ministry of Agriculture, for Trade, for War, for Labour, etc.

**Madras Government :**

**Chief Secretary to Government**

Dy. Secretary, (Public Dept.) | Asst. Secretary, (Chief Secretariat)  
 Under Secretary, (Public Dept.) | Addl. Asst. Secretary, (Chief Secretariat)

REVENUE DEPARTMENT	FINANCE DEPARTMENT	HOME DEPARTMENT	EDUCATION & PUBLIC HEALTH DEPT.
Secretary to Govt. Under Secretary Asst. Secretary	Secretary to Govt. Deputy Secretary Under Secretary Senior Asst. Secretary Assistant Secretary	Secretary to Govt. Joint Secretary Under Secretary Asst. Secretary	Secretary to Govt. Deputy Secretary Assistant Secretary
LOCAL ADMINISTRATION DEPARTMENT	DEVELOPMENT DEPARTMENT	PUBLIC WORKS DEPARTMENT	LEGAL DEPARTMENT
Secretary to Govt. Assistant Secretary	Secretary to Govt. Addl. Secretary Joint Secretary Under Secretary Addl. Under Secretary Assistant Secretary	Secretary to Govt. Under Secretary Asst. Secretary	Secretary to Govt. Asst. Secretary



*The Indian National Congress :*

President.

General Secretary, Treasurer and Joint Secretaries.

Working Committee.

All India Congress Committee.

Provincial Congress Committees.

District Congress Committees.

Taluq and Circle Committees.

Village or Ward Committees.

The President, Vice-President, Secretary and Working Committee are all elected from among the four-anna members. The delegates to the Indian National Congress are directly elected from the Constituencies. The delegates are ex-officio members of the Provincial Congress Committees, who elect members to the All India Congress Committee and also the executive to the Provincial Congress Committee.

*The All India Spinners' Association :* Consists of life-members and annul members. These form the Board of Trustees, who constitute the governing body of the Association. Some three or four members will be co-opted by the life members and the Board elects the President, Secretary and Treasurer from among its members. The Board administers the affairs of the Association.

*The All India Village Industries Association :* The organisation of the Association consists of Trustees, Board of Management, members and Agents. There is a permanent Board of six trustees, holding and spending the funds of the Association. The Board of Management consists of nine persons. The Board elect from among themselves a President and Secretary every three years. The Board is in full charge of the affairs of the Association. Any person who subscribes to the pledge of the Association and is recommended by a member of the Board of Management and whose admission shall be approved by the Board of Management shall be a member of the Association. Agents may be selected out of the members by the Board for representing it without any pay in a village, villages or district, and shall be chosen for their knowledge of the area in their jurisdiction, for their organising ability and known influence within their area, and shall be subject to the bye-laws defining their duties.

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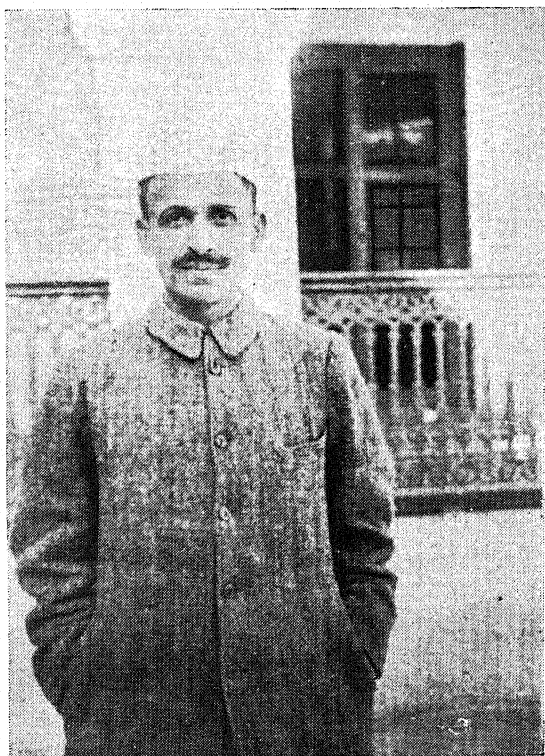
# Types & Varieties of Secretaries

## CHAPTER III

BROADLY, the post of a Secretary can be divided into official and non-official. An official is one who is appointed by the Government or by a Company. Generally he is paid. Non-officials are those who are appointed, elected or selected by non-Governmental associations. Even social organisations under Government control for a particular task, have usually honorary secretaries. He is either a part-time Secretary according to the time he is expected to or can devote for the institution. An honorary Secretary sometimes receives honorarium just to meet his travelling or tram or bus charges and house rent. But he is not considered stipendiary. A paid secretary is a whole-time secretary receiving regular monthly salary. For some quasi-Governmental organisations, such as Red Cross, Discharged Prisoners' Aid Society, etc., the Secretary is generally chosen from loyalists but he is considered non-official and honorary, although he is always under Government control and receives regular payment. On the other hand, nowadays we find non-official secretaries, if they are whole-time, are also paid just to meet the minimum family requirements on a just and reasonable basis. After all, a Secretary cannot subsist upon fame and social service alone. He and his family have to live in moderate comfort. All credit and honour to those self-less, sacrificing, energetic, enthusiastic secretaries who carry on the work entrusted to them with exceptional

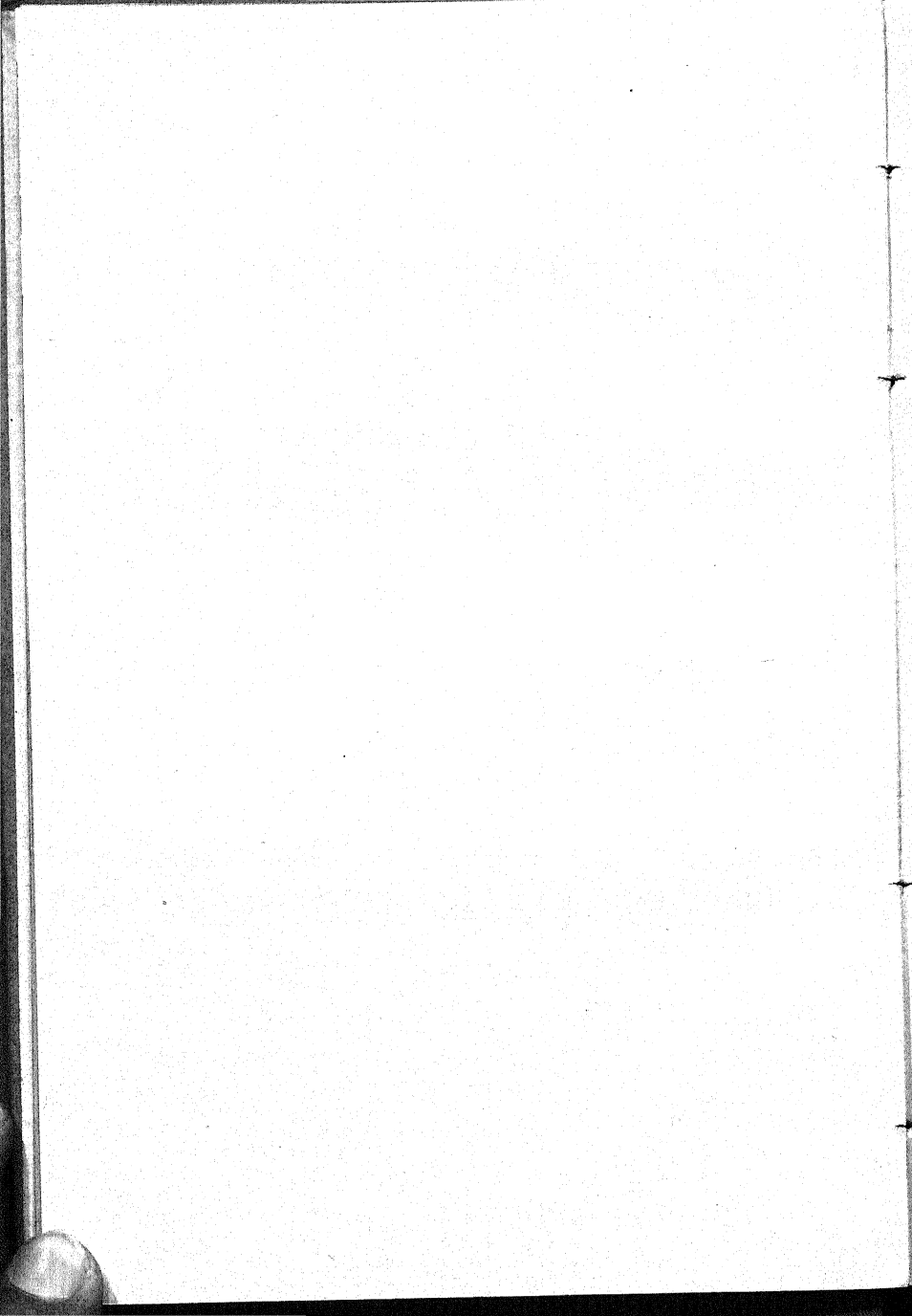
single-minded devotion, without expecting or receiving any remuneration. This honorary work in the long run has resulted in the wreckage and ruin of families. How long can one expect workers to tap their own resources ? Time passes on, age advances, family grows, demands increase, enthusiasm dwindles and work is given up. Finally, just to feed the hungry mouths and growing families, circumstances force him to look out for a job or enter into business. In our country, there is a false prestige in a worker, and an unjustifiable notion in the public mind, that to receive an honorarium is detestable and low, if not a crime. In all other countries, all those who are interested in, and have an aptitude for social service, as in Y.M.C.A., are decently paid. On the contrary, Y.M.C.A.'s compete to secure the services of highly paid efficient secretaries. Even in Congress, if we have a paid band of workers,—just a minimum as is done at Wardha or Sevagram—what an amount of systematic, steady and constructive work could have been turned out ?

In almost all the official organisations, the Secretary is generally *elected* at a meeting of the members, along with other office-bearers as President, Vice-President, Treasurer and members of the Working or Managing Committee. Where there is a cabinet system, as it was the case with the Congress Committees for some time, the President chooses his own cabinet or working committee members including his secretary. Though the President is elected, his secretary will be thus nominated or selected. Instances are not wanting where



SRI S. D. UPADHYAYA

our loyal lovable Secretary of Pandit Nehru



the Secretary is a paid one, such as in the Banks. But generally paid Secretaries will not have a vote.

The All India Harijan Sevak Sangh, the All India Village Industries Association and the All India Spinners' Association all have a constitution where the Secretary is selected or nominated from all India to District Associations. This has an advantage over the method of election on a democratic basis, in picking out the right man for the right place. The work turned out by the aforesaid All-India organisations has been getting universal and uniform appreciation. The elected Secretary can be removed only by the constituency in a meeting by a vote of no-confidence, whereas a selected or nominated Secretary can be removed by the President without even assigning reasons.

The Government appoints secretaries, under-secretaries, assistant secretaries, on a monthly pay from among the civil servicemen. The secretary is also nominated and paid when appointed for a special committee as Resettlement Committee, Food Committee, etc. This will be only for a short period.

Where there is more than one secretary, the first one is known as the *General Secretary*. He will have his *Joint* or *Assistant Secretaries*. In the Government, there are Secretaries in the rank of Cabinet Ministers, and Parliamentary Secretaries to the Ministers of different portfolios. There are always permanent Under-Secretaries and Assistant Secretaries who are living links to the permanent Government and changing Ministers of the

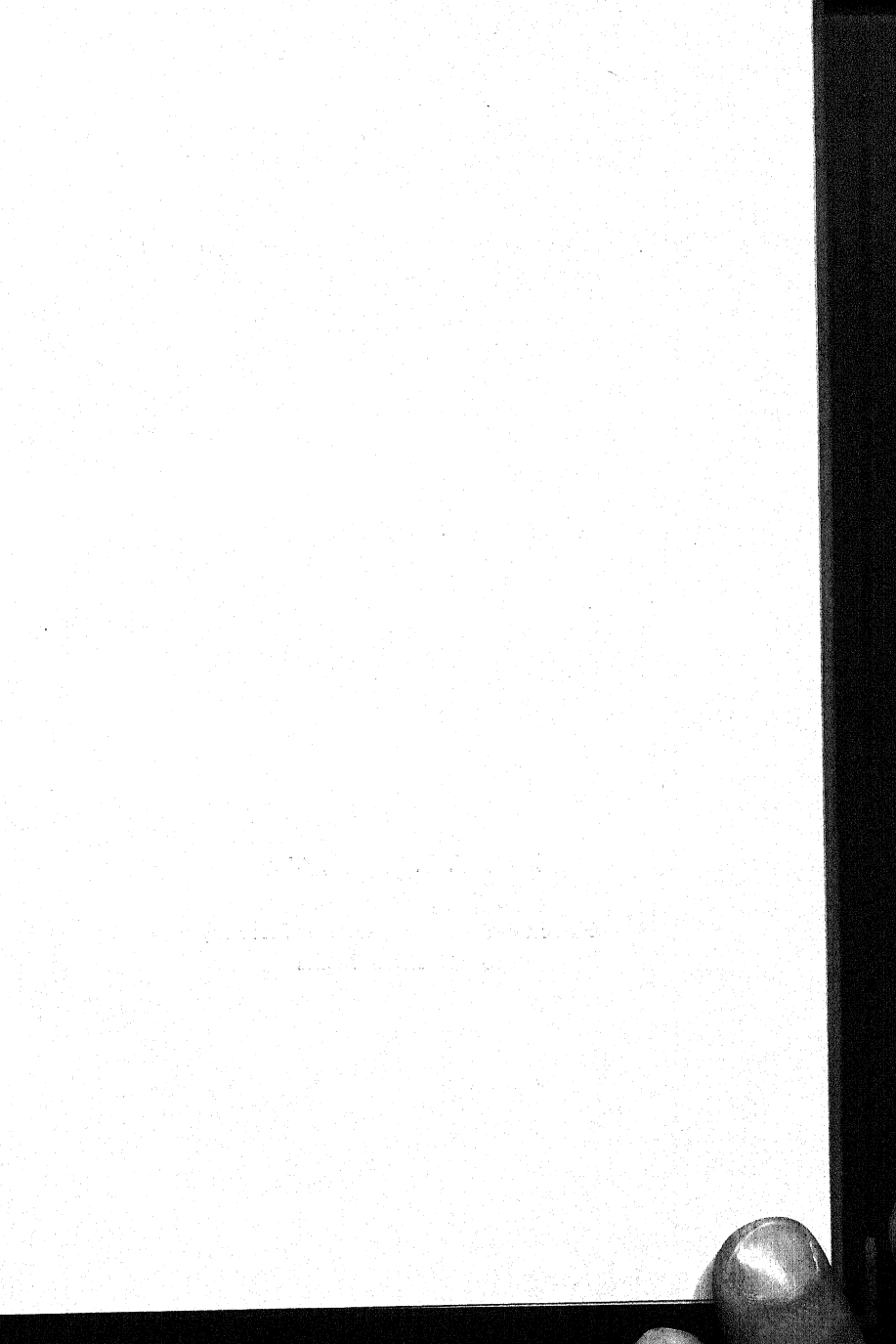
Government. In the Madras Government, over and above the Secretaries, there is the Chief Secretary who not only co-relates and supervises the work of the Secretaries of the different branches, but also takes some important portfolios. The Chief Secretary, Deputy and Under Secretaries are mostly of the Indian Civil Service. Under the Deputies, there are Assistant Secretaries, permanent in the Madras Secretariat, who really run the Government. They are thorough and up-to-date with their departmental work. Ministers and Secretaries and Under-Secretaries may come and go, but they never change. According to the volume of work and status of persons, joint and assistant secretaries are also appointed to assist the General Secretary.

The Under-Secretary and Deputy Secretary are almost the same in status. There are also additional Under-Secretaries.

In most of the non-official organisations, the Committee of Management is annually elected, and in some cases for a definite period, extending from one to three years. This is the case with the nominated or elected Secretary also.

*Personal or Private Secretary.* To this institution, though new, we are gradually getting accustomed. Business magnates, political leaders and Governors all have their own personal or private secretaries, and they have become indispensable to look after correspondence, to fix engagements, furnish information, accompany in tours, and arrange lecture programmes. In Mahadev's







MISS K. B. VAKIL, M.A.  
(Bombay), M. Sc. (London)  
Personal Asst. and Private Secretary  
to Sir Homi Mehta

death, the country lost one of the best personal secretaries. Now Sri Pyarelal has taken the place of Mahadev Desai for Mahatmaji. Pándit Jawaharlal Nehru even when he was President, used to tour with his personal secretary, Mr. Upadhyaya, besides the Congress Secretary. The Personal Secretary is more than a dignified camp or personal clerk. His is an institution by himself. We often read in the papers of Governors leaving or arriving at stations with their Private and Military Secretaries. The Personal Secretary is always with the Governor looking after his needs, whereas the Military Secretary guards his person. Similarly, some Zamindars and Maharajahs have medical and legal secretaries to look after their health and legal work.

For smart, well-informed young men, there is a good future in the growing demand for Personal Secretaries.

During the historic Simla Conference, the enterprising Editor of "Forum", Mr. Joachim Alva, managed to take snaps of the six important secretaries, and presents a very interesting note under the caption "Six Secretaries" in the annul number of the popular journal of the 8th August. Mr. M. A. Jinnah's private Secretary, Mr. Kurshid Khan, though he was not pleased to respond to my request to send his photo, Mr. Alva has managed to snap him. "Forum" focusses the work of the Secretaries in the historic conference.

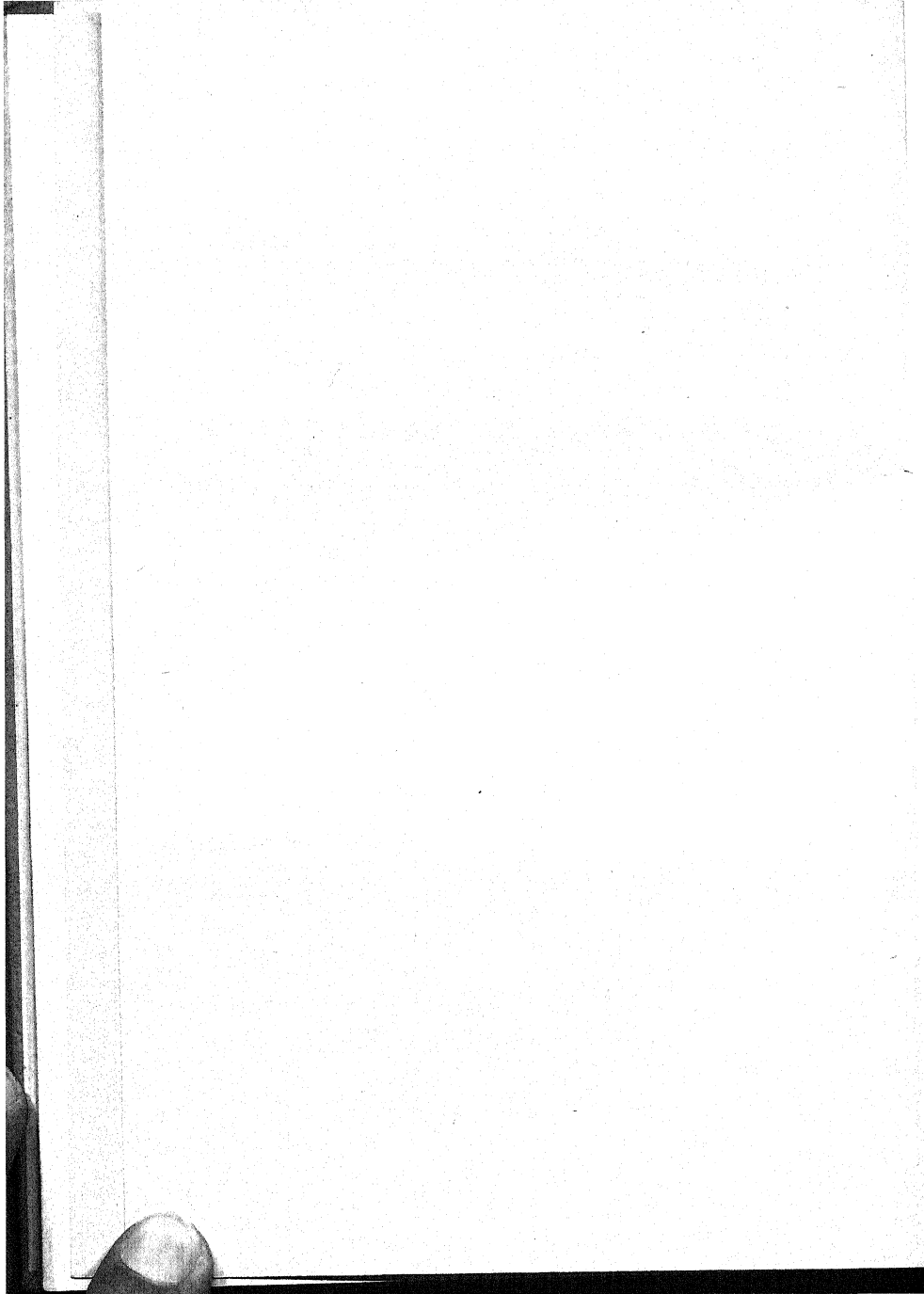
"The Conference broke ; but not immediately the spirit engendered by it. Four formidable Secretaries ruled Arnsdelle. Mild and unassuming Upadhyaya, old

Pandit Nehru's Secretary, who had, so to say, rung out the old and rung in the new generation of Nehrus. Ajmal Khan was a sort of danda man, not as kind and pliable as Upadhyaya—ruthless with visitors and standing no d.....d nonsense ! He physically kept guard over the President whilst intellectual Humayun Kabir took over the intellectual ward for the Simla session with possibilities of extending it to a Kashmir holiday with the President. Parisman, ex-khashi Vidyapith Professor, Chandra Dutt Pande, who claimed to recognise this scribe earlier than the latter did the former (had he not, he said, young as he was in Vidyapith glory, as one of the judges awarded the gold medal of the All-India Collegiate Oratorical Championship of 1934 to this editor at the Benares University ?) Pande is a coming U. P. Man with all-India stride.

“However, on Sunday 15th July after the Simla Conference broke up, Major Rankin came down to his own residence at Armsdelle with host Humayun Kabir and took tea. A few guests ate on the table over which Maulana Azad, Pandit Pant and later Pandit Nehru talked and ate for over a fortnight. Ahrar leader, Maulana Habibar Rahman, who had just come out of jail after five years detention with his son, Asaf Ali's friend and companion, Babubhai Makhani and his wife, Srimati Humayan Kabir and this editor. Rankin recalled Oxford memories and his associations with the bar. Three years in India from an officership in the army, he had been elevated to the rank of Assistant Private Secretary to Wavell and was responsible for all the travelling,



SHRI SAROJINI DEVI  
THE NIGHTINGALE OF INDIA  
in her characteristic poetic pose



lodging and boarding comforts of the Wavell Conference invitees. "Your carpets are gone, linen worn out and tables damaged", mentioned we, "but the renovation or renewal of the fittings, will, perhaps, be one of the few items that every party will unanimously vote as a credit." Major Rankin later met the President and talked to him for a considerable time.

Moving Cecilwards aggressive Bengali Kabir and quiet Kashmir Kurshid met and ate together on one table. A scribe wagged that the only time when one nearest to Jinnah and another closest to Maulana Azad united and talked to each other at Simla was with the Forum Editor as their common friend at Cecil.

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## Secretary - His relation to the President and other Secretaries

### CHAPTER IV

SECRETARYSHIP is a post of privilege and of opportunity to serve and exhibit one's capacity to work, organise and show good parts as a Secretary. It will be a stepping stone for rise in life. A successful Secretary in times to come will have a chance to become the President of an organisation or company or the Chief Secretary in the Government or a Minister in a Cabinet. In politics, it is often seen that a successful Secretary of today with his accumulated experience and training is sure to be a Minister in the coming cabinet. Doctor Subbaroyan, Sir R. K. Shanmugam Chetty, Sir A. Ramaswamy Mudaliar, all had their training in politics as Parliamentary Secretaries under Ministers. This is more so in English politics. Let us take our Chief Secretaries, and Under-Secretaries in the Madras Government. One time or other, they had their training under and as the village-karnam, Revenue Inspector, Sub-Divisional Magistrate, Tahsildar or Deputy Collector. The Under-Secretary of today will one day rise to the Chief Secretary's post.

*President Vs. Secretary* :—The President is sometimes only a figurehead, presiding at meeting and enunciating policies. He has to depend upon the Secretary for details. The President directs and the Secretary executes. The Secretary is the life and soul of an organisation. "Tell me what sort of Secretary you have, I can tell you



about the sort of Association you are having" is a correct saying. The Secretary must have all-round ability or qualifications or capacity.

*Election of office-bearers, President's relation with Secretary:*—After his election, the President in all humility delivers a speech rendering thanks for the confidence placed in him by the electors, and seeks the co-operation not only from the other office-bearers, but also from the members as well. He has to impress upon them that upon their co-operation depends his work, and that of the Association, and that he is ever ready to receive suggestions from one and all. After the general election and thanksgiving, he will take charge of the minute book, take over all the office records from his predecessor and get his signature for the list of records. Immediately after the election meeting is over, he has to convene the Working Committee and get to know the new members, fix the general policy and the date for the next meeting etc., and invite suggestions.

*Relation with office-bearers—President and Secretary :* For the harmonious and efficient working of any organisation, the Secretary and the President must have cordial relations with each other ; nay, they should have mutual confidence, in the absence of which there will be scope for deadlock, confusion, failure of the right discharge of the duties.

The Secretary must consult the President regarding the date and agenda of meetings. After the final agenda and minutes of the last meeting are prepared, it is

advisable that the President is kept in touch with them. In one of the following chapters, the duties of the Secretary will be discussed. Now let us take up the President's duties and function.

The *President* is one who presides over a meeting; a chairman, the chief officer of a college or an institution; officer elected from time to time as chief. The Chairman is one who takes the chair or presides at an assembly or meeting. The functions of the President and the Chairman being the same, President and Chairman are only synonyms of the same officer. The Municipal Council elects the Chairman, whereas Panchayats, Educational Councils and District Boards elect Presidents. The Vice-Chancellor of an American University is called President of the University. Mister Truman is the President of the United States of America, as Chiang-ke-Sheik is for China and Stalin for U.S.S.R. Maulana Azad is the President of the Indian National Congress and Jinnah is of the Muslim League. Mahatma Gandhi is the President of the All India Spinners' Association and Dakshina Bharat Hindi Prachar Sabha. The President of the Madras Legislative Assembly, Mr. B. Sambamurthy, was called the Speaker, whereas Dr. U. Rama Rao, of the Legislative Council, was called its President. Mr. Satyamurthi was the Mayor of the Corporation of Madras, as its head. Messrs. T. Prakasam and K. Koti Reddi are the President and Vice-President respectively of the Andhra Provincial Congress Committee.

*Chairman or President: Duties and function:—*For orderly conduct of people who gather for a certain purpose with some aim, a Chairman or President is necessary. He may be the permanent President or for a year or two for an organisation, company or council or Board or corporation. For public meetings or for set purposes, a Chairman is elected or chosen temporarily for that occasion to conduct that particular meeting. In the United States of America, the President of an organisation or a Society naturally presides at all its meetings, public or private. He automatically takes the chair. Unlike in India, the students are elected as Chairman of all the Student Organisations. It is there that one finds what is unknown in our slave country—encouraging development of leadership in youth.

When members gather for the first time, a temporary Chairman is elected or chosen to conduct elections. If there is a dispute about the first temporary Chairman, there will be election even for temporary Chairman. A permanent Chairman is elected along with other office-bearers, for a certain period as per the bye-laws, or constitution. The Chairman must be duly proposed and seconded before the name is put for voting. In the absence of other names, the Chairman is declared elected unanimously. If there is more than one name, after being duly proposed and seconded, the names of all will be put to vote by secret ballot or by show of hands. Whoever gets the majority of votes is declared elected. The same is the case with other office-bearers also. Then the

Chairman will conduct other office-bearer's elections after assuming charge.

The Duties of a Chairman are to maintain order and attentive listening, to confirm debate, to question under-debate, to check repetition, to give prompt ruling on questions of order, to demand the withdrawal of offensive expressions, to rule out of order all motions or proposed amendments which do not directly deal with the business of the meeting, to rule out of order questions which do not deal with the rules of organisations, to prevent second speech, to state and put 'questions' to the meeting, to declare according to his opinion whether "ayes" have it or "noes" have it, and to announce results of voting.

The President's primary duty is (i) to control and guide the meeting. The Chairman must be firm and show no weakness and allow all sides to voice their opinion. (ii) to make sure the meeting is convened correctly and notice is given in due course ; (iii) to see quorum is present ; (iv) to read any correspondence in the meeting and read minutes of the last meeting (this may also be done by the Secretary) ; (v) to proceed with as much business as possible ; (vi) to put resolutions to vote ; and (vii) to close or adjourn the meeting as may be necessary.

He must put his signature in the minutes book after the meeting is over. The President with his Secretary must be able to tour, carry on propaganda, conduct elections and collect funds. He must take his Secretary

into his confidence, and with his co-operation the meeting and office must be well conducted.

*Relation with other officers :* In well organised and registered organisations and business houses, the duties of the office-bearers are generally fixed, and there will be neither overlapping nor conflict. For our national organisation, the work is distributed at the first executive or working committee meeting.

*The Vice-President :* Presides in the absence of the President.

*The Joint-Secretary and Assistant Secretary :* Some definite work such as correspondence is given to the Joint or Assistant secretary or some one is allotted to carry on propaganda or organisational work.

*The Manager or Superintendent* of office is expected to take charge of the office, correspondence, type, accounts and arrangements for meetings.

Sometimes, the office work is entrusted to a Joint or Assistant Secretary, when he functions as Office-Secretary.

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# Secretary - His duties and qualifications

## CHAPTER V

THE Secretary is an executive officer, organiser, propagandist or publicist, editor, journalist, accountant, constitutionlist, and sevak, all Combined in one.

After his election, he has to get acquainted with the work and know the men he has to work with ; glance through the minutes book, office records of the previous years ; and get to know the names of the members. He must be thorough with work and know the files ; and give an impression that he is the proper man for the proper place. Remember that Secretary-ship is not a bed of roses.

- Duties* :—
1. To keep minutes of the meetings.
  2. To issue notices of meetings in time.
  3. To carry on correspondence.
  4. Supervise work in the office where there may be a clerk, manager or superintendent and assistant Secretary in charge of the same.
  5. Preparation of notes on each subject.
  6. Draft resolutions.
  7. Prepare Agenda, minutes of the last meetings, accounts, subjects, and accept resolutions if any from members.



Mrs. HANSA MEHTA

Ex - Parliamentary Secretary, Government of Bombay





DURGABAI, M.A., B.L.

Dynamic Secretary & Founder - Andhra Mahila Sabha  
Secretary - Kasturba Memorial Fund ; Member - Constituent Assembly



8. Make arrangements—Lodging and boarding and also for meetings.
9. Organise public meetings, election campaigns, national work, conduct tours, carry on propaganda.
10. Collect funds, keep accounts.
11. Submit reports.

He must consult the President in fixing the date, place and agenda of the meetings. When there are important and controversial or confidential matters, it is better to take some members into confidence and discuss, explain and convince, to avoid hitch at the meetings.

The Secretary must sit near the President ; during discussion, must be vigilant and hear carefully, and make notes as each item is being disposed of. He must note down points from the opposition and try to understand the opponents ; and after the meeting is over, it were well to discuss and meet their viewpoint and explain difficulties. At least you will win the opposition to a great extent and get their co-operation. This will contribute a lot to the smooth working of the organisation.

*Qualifications :—*A Successful Secretary must have—

1. Executive capacity.
2. Organising power.
3. Penmanship or draftsmanship.
4. Spirit of service.

5. Aspiration, ambition and interest in work.
6. Propagandist and publicist ability.
7. Be a fluent speaker.
8. Must have a striking personality and dignified appearance.
9. Patience.
10. Good health.
11. Manners.
12. Entertaining capacity.
13. Adjustability.
14. Be accountant and typist.

1. *Executive capacity* :—What an executive officer or Commissioner is to a Corporation or Municipality, so is the Secretary to an organisation. Upon his execution of the work depends the efficiency of the society or company, committee or the Government. Speedy execution of the resolutions passed or decision arrived at or plan outlined, adds to good administration of the institution, the lack of which not only retards the progress but even contributes to its failure. To some this is an asset. One expects the Secretary to do things well and efficiently. To be slack, inefficient and lazy is an unforgivable sin. Looseness means weakness; weakness leads to delay; delay causes postponement to tomorrow what one can do to-day; and this results in the execution of work out of time, ending in efficiency and unpopularity.

2. *Organising Power* :—Next to execution, comes organisation. A committee, company, institution or Government means organised human effort with a purpose or end. Organisation means some central figure to organise. To manage an office, in arranging publicity forming labour union, getting together different workers, members, volunteers, patrons, and financiers, all require good organising ability. The Secretary must study successful institutions, *i.e.*, how the Secretary moves, works, lives and has his being in such institutions, how to increase the efficiency of the organisation, consider what are the defects in our conferences, meetings, National weeks, why our organisations have no life and seem half-dead, how to attract youth, workers and members; and the Secretary must think, review, see, study and survey, consult and gain experience.

Execution and organisation, more than other attributes, go to make a Secretary successful. In the Universities of U.S.A. the daily paper, weekly or monthly journals, stores, games clubs, hostels, and even examinations, are all organised and run by the students. It is here the future citizen, that the Governor, Secretary or President, gets a unique opportunity to organise. It is this training for organisation that lays the foundations for future state planning. What a contrast that picture is to that of our slave country here! As our great industrialist and Engineer, Ex-Dewan of Mysore, pointed out "The average citizen requires training in co-operation and team work. For the attainment of community benefits and realisation of large schemes of economic

betterment, single individuals working by themselves can achieve little."

The qualities required to manage effectively a public association or to administer a large business in Co-operation with groups or individuals are well known. Rectitude of conduct, discipline of a high order and dynamic energy, these are most essential.

3. *Spirit of Service* :—Aspiration and ambition for work and interest in it : Secretaryship, unless one takes it up as an opportunity for service, will not work nor will it attract any national Societies, student organisations, ryot sabhas, clubs, etc. The spirit of service creates interest in work, redoubles energy, invites popularity and increases efficiency.

Aspiration and ambition to work, coupled with a spirit of service, will bring out any amount of work from the Secretary. Work without the above will be dull, mechanical, unattractive and inefficient.

4. *Details* :—The Secretary must get into details of every problem. Whether he arranges a meeting, a conference, a tour and lecture or undertakes a publication, he must attend to all the details. Superficialities do not pay.

5. *Penmanship* :—The art of writing, a Secretary must acquire. For correspondence, reports, pamphlets, press notes, statements, bulletins, resolutions, memoranda and controversies, good penmanship is essential. It is enough if he possesses at least a simple, effective and

correct style. When he lacks this minimum, he must take it up by study, experience and by securing the services of good draftsman.

6. *Public Speaking* :—Equally important is one's capacity to speak out well what he wants to say. At committee meetings, or when the General Body meets, at conferences or elections, the Secretary has to effectively address the audience. Secretaries who are poor speakers and know not what and how to say out what they have in mind, prove miserable failures. What is worse, their inability often causes misunderstandings.

7. *Propaganda and Publicity* :—Election results, party success, company's prosperity, the organisation's or Association's popularity also depend upon the publicity successfully attended to and the propaganda effectively carried on. The latest methods in modern publicity he must study from various books on the subject and from reports and works of different companies. Propaganda, both in peace time and during war, is now recognised and realised as a very effective weapon. There are ministries for information and propaganda in every country. Any organisation in U. S. A. from the biggest capitalist concern to a small student organisation, will necessarily have one publicity officer. In fact one cannot conceive of any organised effort without propaganda. Publicity will be through pictures and written word, whereas propaganda will be in more than one way, spoken word, pictures, and written word, song, sound and cinema.

The all India Radio, and National Publicity Bureau, all have come to stay. We may daily see from the papers how modern publicity is progressing in India.

8. *Personality* :—The personality of the Secretary counts. The first impression he is able to create when one meets or talks to him for the first time, goes a long way in facilitating the work of the institution which elects or appoints him and expects him to usefully serve it. During the interviews, at public Service Commissions, the first impression he creates depends upon his personality, gait, dress, and talk, and contributes much to his election. The moment the candidate enters the room and begins to answer the members, it develops partiality or prejudice. Neatness in dress, dignified demeanour, good manner, healthy body, good temper, all go to make up one's personality.

9. *Patience* :—The quality of patience is necessary in answering questions, giving information to members and customers, clients and the public. Patience always pays.

10. *Good Health* :—He must have a healthy body and a healthy mind. There is no place for ill-health. Impatience, bad temper, peevishness, laziness, incapacity, all owe their origin to ill-health, and consequently drive one to inefficiency and finally it results in his forced resignation.

11. *Manners make the man* :—More so, a successful Secretary. There is no place for the ill-mannered in Society, much less in any organisation, where he is paid,

honoray, permanent or temporary. The Secretary will do well to cultivate good manners. He can neutralise his defects sometimes by good nanners at least.

12. *Entertaining Capacity* :—Telling stories, cutting jokes, narrating anecdotes, and singing songs, have their own place in the making of the successful Secretary.

13. *Adjustability* :—One may possess many qualities but without this quality it will not be possible to get on with his colleagues and co-workers. For co-operation and team work, this is very essential.

14. *Accountant and typist* :—He must know Book-keeping and Correspondence. There will be no organisation without money to get and spend or distribute. Though there may be a treasurer and manager, the Secretary must be thorough with modern methods of account keeping. He has to answer the members, present budgets, submit reports, and distribute dividends. General principles of book-keeping, he must be acquainted with. Auditors he has to answer and satisfy. Besides book-keeping, to type confidential or urgent letters, it may be useful if he picks up typing also. Correspondence of course he has to attend to.

The above in short are the qualifications that go to make a successful Secretary. It may not be possible to acquire all or it may be he will excel in some and lack in others. But one can bear in mind the ideal and try to practise and acquire what one lacks.

# Gandhiji's ideal of a Private Secretary-by Pyarelal, Personal Secretary to Gandhiji

## CHAPTER VI

THE term "Private Secretary" in connection with Gandhiji is somewhat of a misnomer as he has nothing private nor secret from which the word "Secretary" is derived. Private Secretaryship under him is, in a sense, *sui generis*. In the popular imagination "Private Secretary", especially in its political association, carries with it a glamour, a suggestion of prestige and influence. Permanent under-secretaries of departments, for instance, are known to wield power which makes them a force to be reckoned with; while secretaryship to powerful political chiefs is often coveted as a stepping stone to a public career and office, may be in succession to the Chief himself. In the case of Gandhiji, however, all this is reversed. His ideal Secretary must have no interest save how best to serve his masters' ideals. He must turn his back on name and fame and all those glittering prizes of life which the average man covets. He must efface himself completely, merge himself in the master without, however, losing his personality. He must become, in short, his *alter ego*—autonomous but in perfect unison with him. This is the central requirement; all others flow from it as corollaries.

During the Second Round Table Conference in London, a young secretary in India Office, who had come very close to us, once assured us, in a confiding mood, of his good offices with the then Under Secretary





MAHA DEV DESAI  
Mahatmaji's Ideal Private Secretary



of State, Lord Peel whenever necessary. "You know the influence private secretaries wield", he added with a wink. We told him that we were an exception, we were only *hammals* (coolies). "I am another," he quickly parried, and we all had a hearty laugh.

Gandhiji has variously described himself as a scavenger, spinner, weaver and agriculturist. His secretary has therefore to be an understudy in all these. Gandhiji claims to be only the first servant of the nation. He expects his secretary to consider himself to be the servant of the least. Mere intellectual brilliance counts for very little in his eyes, but passion for truth, rectitude and a sincere striving for the ideals for which he stands means everything to him. Work of any kind under him is a discipline and apprenticeship in life and secretaryship is no exception. His secretary must be ready to perform the meanest task that may come his way with as much willingness, diligence, concentration and care as the biggest. The tasks may range from cooking, washing of clothes, cleaning of latrines or tending the sick to running a big daily newspaper, answering awkward questions from none too friendly and persistent correspondents, reproducing from memory notes of an important conversation or interview or negotiating an interview with the Viceroy or his officials. The late Shri Desai acquitted himself equally creditably in each and all of them. But it was in the former that his apprenticeship with Gandhiji really began; and Gandhiji used often to remark in later years that his brilliant success in the latter was due to his schooling in the former.

The first thing that a secretary of Gandhiji has to learn is the importance of being punctilious and exact in little things. Nothing must be done in a slipshod or slovenly manner, be it ever so insignificant. Even in a hastily scribbled note, all the t's must be crossed and i's dotted. To post even an ordinary postcard without revision he regards as inexcusable. To try to excuse yourself, on the score of pressure of work or lack of time is only to accuse yourself, and Heaven help the unfortunate who lands himself in that unenviable position! He insists upon thoroughness and precision in everything. Even a short reply to a casual correspondent must show a close study and grasp of the matter dealt with.

His secretary must not await instructions, but he must be able to anticipate them. In other words, he must be able to think and act independently of him, and in a measure to replace him. In 1921, the late Pandit Motilal Nehru asked Gandhiji to send some one preferably Shri Desai, to take charge of the 'Independent' after the late Shri George Joseph, whose arrest was expected. It was a great wrench for Shri Desai to be away from Gandhiji. "Why can't you send.....", he pleaded. "Don't you see, I can't deprive Lalaji (Lala Lajpatrai) of.....'s services? He is his right hand man," replied Gandhiji. "And I," protested Shri Desai. "You, I want to cultivate as my brain," rejoined Gandhiji and worthily did Shri Desai answer that expectation.

Assisting in correspondence or other desk work, as I have already remarked, occupies a very small space in

Gandhiji's conception of secretarial work. His secretary must be able to interpret him and propagate his ideals and this demands that he should have realised those ideals in his own person. Take, for instance, the multitude of activities which Gandhiji is conducting, e.g. Khadi, village industries, Harijan service, basic education, cow service and last but not the least, the Ashram. In order to be of real help to him, his secretary must not only have theoretical knowledge of all these but must in a measure identify himself with these in practice. Thus, the late Shri Mahadev Desai had a passion for spinning, particularly spinning on takli and the stamp of his interest could be seen in the columns of "Young India" and "Harijan." Those who saw him issue forth at the head of the bucket-and-broom brigade from Maganwadi day after day and week after week, in the midst of heavy pressure of work, could understand his passionate advocacy of the cause of Harijans and village uplift in Gandhiji's weeklies. Not only did it enable him to present Gandhiji's ideas on these subjects with force and conviction through his writings, but his personal example fired workers with a passion for these branches of Gandhiji's activities.

Gandhiji is a very exacting task-master. "Therein fail not" is his motto. Whenever he has assigned a task to you, difficulties in the way are never accepted as an excuse for failing to perform it. You have to foresee and be prepared for all emergencies. Thus, the late Shri Desai often carried candles with him during railway journeys to enable him to work at night in case there

were no lights in the compartment (as at times it happened in those early days in Bihar), or the lights failed. Once he actually had to do the writing for "Young India" by getting into the lavatory of Gandhiji's second class compartment. Lights in Gandhiji's compartment had to be put out to enable Gandhiji to go to sleep and the balance of the matter had to be made up and posted by a particular time. When Gandhiji visited the lavatory in the middle of the night, he was surprised to find the two of us already in possession—our papers spread out on the floor! We got a scolding but the writing was finished and posted at the right station so as to reach Ahmedabad in time for the next weekly issue of "Young India". During the twenty-three years that he was associated with Gandhiji, in conducting his various weeklies,—and this included visits to Burma, Ceylon and England,—I do not remember a single occasion when the publication of any of them was held up or delayed owing to late arrival of matter.

### HIS IDEAL SECRETARY

The late Shri Mahadev Desai was the beau idéal of a secretary in Gandhiji's conception. Gandhiji once described him as son, secretary and lover rolled into one. On another occasion he described the latter's relationship with him as that of a "Hindu wife"—mutually complementary and indissoluble; it was a "marriage of true souls". It would not be therefore out of place to give here an epitome of his career with Gandhiji.

After his university career and a varied experience as a lawyer, personal assistant to a well known Bombay knight and Inspector of Co-operative Societies, he came to Gandhiji in 1915 at Kochrab Ashram and immediately realised that he had found the master. His first experience here was as a copyist and amanuensis. He not only won Gandhiji's admiration by producing faultless copies in his elegant, print-like hand at an incredible speed but brought to bear his intelligence and critical faculty on his work, suggesting alterations and improvements in the original wherever necessary. When, some time later, he held back from publication, on his own initiative, an article that Gandhiji had sent, as it seemed to contain a statement or an argument of doubtful character, Gandhiji on his part felt that he had found his ideal secretary.

In those early days, before the Mahatmic handicap forced upon Gandhiji the irony of travelling in third-class reserved bogies he used often to travel in the ordinary third-class all by himself. After Shri Desai joined him he accompanied him on these travels when he acted as his (Gandhiji's) hammal. He looked after his travelling kit, made his bed, cooked his food, washed his thick, heavy khadi clothes and cleaned his commode, besides rendering secretarial assistance. After the successful Champaran Satyagrah campaign, he settled down with Gandhiji in Motihari, where with his wife and co-workers he taught the three R's to the village children. It was during this period too that he had his real schooling in those values and norms that have come to be

associated with Gandhiji's name, *e.g.*, simplicity coupled with elegance, meticulous regard for neatness and cleanliness, capacity for concentration in the midst of turmoil and chaos, preference for manual skill over mechanical perfection and a passionate love of the mother tongue. "He would insist on my writing the most-important dispatches on the crudest hand-made paper and that too with a reed pen," he once told me. "He was proud of my hand-writing; said it was good for any Viceroy, no matter how and on what paper I wrote. Sometimes, he even snatched away the steel pen from my hand and flung it out of the railway carriage window." In the use of Gujarati the disciple soon learnt to excel the master and in later years often claimed for himself the role of Gandhiji's instructor in Gujarati, a claim which Gandhiji has since often admitted.

Right through the War Conference days (1916) and the Anti-Rowlatt Act Agitation he followed Gandhiji like a shadow, quietly watching, assimilating, rehearsing. Then came the Khilafat and non-co-operation movements and Gandhiji was sucked into the vortex of the unprecedented storm that overswept the country. That gave Shri Desai his chance; he found himself. He began writing his compendious Boswelian diaries which continued without a break till practically his last day. The last entry, I think, is dated August 14, 1942. On the morning of the 15th he was no more. Wisdom was gleaned and garnered in these tomes straight from the master's lips. So great was his passion for recording that lacking paper, I have actually seen him taking down



jottings of important talks on the margin of newspapers, backs of currency notes, sometimes even on thumb and finger nails, to be transferred to the regular note book at the first opportunity. He constituted himself into a living encyclopaedia of Gandhiji's thoughts and ideas and a final court of appeal where the authenticity of a particular act of utterance ascribed to Gandhiji could be checked and verified. No one dared to misquote or misrepresent Gandhiji during Shri Desai's lifetime without the Nasmyth hammer of the latter descending upon him with all the weight of evidence of his contemporary notes.

It would be difficult to enumerate all the varied assignments, some of them of a highly confidential and even unbelievable nature (alas ! they cannot be divulged), which he fulfilled for Gandhiji with a D'Artagnanlike unfailing fidelity and success. Throughout his career I do not remember a single occasion when he failed Gandhiji in an emergency or left him in the lurch. As co-editor with the late George Joseph of the 'Independent' of Allahabad and later, on the latter's arrest, as the sole editor of that daily, he won warm encomiums from the fastidious and exacting late Pandit Motilal Nehru by his personal charm and highly specialised knowledge of Gandhiji and his non-cooperation technique, no less than by his trenchant and versatile pen. When security was demanded of that paper he closed it and under Gandhiji's instructions brought it out in manuscript form. Some of his colleagues on the staff, new to Gandhiji's ways, could not appreciate the new venture

and felt it to be a bit *infradig* to co-operate in it. I happened to be there at that time, having been sent there by Gandhiji to "keep the flag flying" in the event of Shri Desai's arrest which was considered imminent. Nothing daunted by the non-cooperation of his colleagues, Shri Desai told them that he had not served apprenticeship under Gandhiji in vain and would bring out the paper unassisted, if it should come to that; and brought it out that evening, the first copy being all in Shri Desai's own beautiful hand. I think it fetched a fancy price of Rs. 250/.

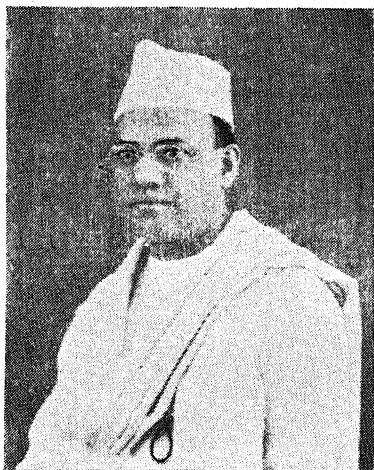
After the Bardoli Satyagrah of 1928 he was sent by Gandhiji to assist Sardar Vallabhai Patel in the collection and marshalling of evidence before the Broomfield Inquiry Committee. Such was the impression he created by his ability and integrity that before the end of the inquiry both Judge Broomfield and Sir Reginald Maxwell claimed him as a 'friend'. That each expressed his 'friendship' in his own typical way, the one by writing his "love letters," the other by issuing orders for his rigorous isolation, almost amounting to solitary confinement in Belgaum prison, is a different story.

By nature Shri Desai was rather of the contemplative and scholarly type. Action was not his forte. Taking orders, rather than issuing them was his chief delight. "I am more accustomed to stand behind a chair than in front of one", he once wittily remarked when called by the chairman to come alongside of him and address a public meeting. But when occasion demanded



SHRI ARYANAYAKAM

Secretary  
Hindusthan Thalmi Sangh, Wardha



SHRI J. C. KUMARAPPA  
The brain and Secretary of the  
All India Village Industries Association

it, he plunged into the fray with the same wholeheartedness and devotion as characterised him in other fields. A typical illustration of this was afforded in 1930 at the time of the Dandi March, when, in the absence of the Sardar, he set the whole of Gujarat from one end to the other ablaze with Satyagrah.

As he progressed from apprenticeship to maturity he showed more and more initiative and capacity for handling important missions all by himself. But to the last he remained like Arjuna, with all his marvellous bowmanship, essentially a virtuoso, a faithful instrument in the hands of the master, the inspirer.

At the time of the Rajkot fast he was at New Delhi undergoing treatment for an illness from which he really never recovered. But as soon as he got the news, he left his sick bed without a moment's thought and set to work contacting the highest officials, including Lord Linlithgow. It was his faithful and able presentation of Gandhiji's viewpoint before those concerned that contributed not a little to the settlement in favour of Gandhiji and the Sardar. After the Gwyer Award, he accompanied Gandhiji to Rajkot, where even Durbar Veerawalla found it impossible to resist him after the glowing account he had of him from the cynical, hard-boiled Sir Bertrand Glancy, whom Shri Desai had met at New Delhi as the head of the Political Department of the Government of India.

During the individual Satyagrah of 1940, he denied himself the luxury of jail-going as he did not want to

leave Gandhiji short-handed. But soldier-like he set out later to collect the 15 lakhs funds for the Gujarat Flood Relief Work in the absence of the Sardar and completed it by working even when he was laid on his back with double pneumonia. Again, he set out to organise peace brigades in Ahmedabad at the time of the Hindu-Muslim riots, leaving his wife on what was believed by the doctors to be her death-bed, with the same unflinching devotion to duty as he had shown on a previous occasion, when with streaming eyes, he finished his writing for *Navjivan* before setting out for his village home on receiving the news of his father's death.

In the intervals there was of course the killing daily grind of office routine which sometimes made him complain of what he humorously used to call his "dog's life". His versatility was equal to his industry. He was equally at home in taking on visitors who came to discuss high politics with Gandhiji as in settling intricate "domestics" of the Ashram. He kept accounts, drew up tour programmes for Gandhiji with the help of railway maps and Bradshaw, kept dates for him, answered letters, looked after guests, often trudged from Maganwadi to Sevagram Ashram and back—a distance of over five miles either way—in the blazing hot sun, day after day, and week after week, to take instructions, besides writing for *Harijan* with clock-work regularity. This last was a marvel, considering that his work had often to be done in the compartments with undisciplined, shouting crowds struggling at the carriage windows at every station. The wonder of it was that in the midst of it all he was able to

do all the encyclopaedic reading, hard thinking and research which went into his writings.

He was not merely an interpreter of Gandhiji's ideas, he was a "fisher of men" and brought scores of enthusiastic idealistic workers to his fold by the charm of his magnetic personality. Wherever, under whatever circumstances he was, that place became a centre and citadel of the master. And who could go forth on a "goodwill mission" on behalf of Gandhiji better than Shri Desai? The late Deshabandhu Das doted on him, his sister having constituted herself into his adoptive mother, Dr. Jayakar could not do less than respond to his appeal by raising his subscription to the Tilak Swaraj Fund from Rs. 5,000/- to Rs. 25,000/- whilst the Rt. Hon'ble Sastry welcomed his visits as a 'spiritual exercise'.

In Gandhiji's 'family' of workers he was the cementing bond, the shock-absorber, the activiser. He smoothed differences, soothed frayed tempers, solved personal problems, resolved doubts, pulled people out of trouble when they landed themselves in it and negotiated delicate points with Gandhiji when it called for extraordinary tact and his "masterly manner" for which he had become famous. He was extremely popular owing to his overflowing kindness, goodness of heart, broad sympathy and understanding, and his willingness and capacity to serve and lend a helping hand whenever there was a chance, to all and sundry.



For instance, Gandhiji could give only limited time to his visitors who came for consultation. He could speak to them in Sutras only. But Shri Desai made up for Gandhiji's "Be quick, be brief, be gone" motto that hangs on the wall of his hut above his head, and the visitors as a rule did not feel satisfied unless they could round off their interview with Gandhiji with a good heart-to-heart talk with his Secretary. It was his unpleasant duty too to keep off undesirable visitors. And what a motley crowd he had sometimes to deal with, ranging from dyspeptics and food faddists to dilettantes, literateurs, blue stockings, tourists, pressmen and politicians, and seekers after metaphysical knowledge, and sometimes even lunatics! All this required Job's patience. No wonder sometimes when a particularly sticky customer claimed him, even his suavity could not keep down a persecuted and martyred look on his face which was pathetic to behold. Friends discreetly avoided his gaze on such occasions lest they might betray a smile on the wrong side of the face. But he was happy in the knowledge that it meant saving thousands of the precious hours of the master for the service of country and humanity.

Let no one, however, imagine that he was merely a "faithful echo" of the master. When occasion demanded he could speak to him too, since Gandhiji expects his Secretary and, in fact any one who is closely associated with him to be his conscience keeper too. He was often prized as a tower of strength by those who brought to Gandhiji a different viewpoint from his own and he



himself was able on one occasion to avert an unconditional fast unto death on the part of Gandhiji when every one else had failed. It is the only instance of its kind in Gandhiji's entire life within my knowledge.

On occasions, but very rare occasions, there were brushes. These were invariably of the nature of "lovers' quarrels". Once Shri Desai likened his association with Gandhiji to sitting on the top of a volcano which might erupt at any moment. At Delang the "quarrel" even found its way into the weekly letter, when, in a moment of desperation, the devoted secretary exclaimed with Dr. Haliday Sutherland (*Arches of the Years*) that "to live with saints in heaven" was "a bliss and glory", but "to live with a saint on earth" was "a different story." The article itself was of a piece with the quotation. With characteristic coolness Gandhiji blue-pencilled portions of the truant disciple's outpouring to "save him against himself," suitably corrected the rest and published the whole in the *Harijan*! On another occasion, when exasperated by the heavy demands made by the rules \* of Ashram life, he tendered his resignation, Gandhiji tore it up saying that it did not bear evidence of "coherent thinking" and therefore could not be accepted as an indication of "Mahadev's real mind." The ending was equally characteristic. Before many hours the "blues" had completely worn off and the ardent secretary was explaining to the appreciative master the beauties of a gorgeous sunset over the placid expanse of the Sabarmati. But it reduced the sensitive Shri Desai to tears when

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\* The rule in question was soon after rescinded. \*

Gandhiji once gently rebuked him (it was reproach more than rebuke) for an inadvertant error in description by remarking "Is it thus you are going to interpret me after my death?"

It has become the fashion these days to compare the late Shri Desai with Boswell. The comparison might hold good so far as passion for gathering and recording biographical material of their respective masters was concerned. But there the comparison ends. In moral and intellectual stature they were as poles asunder. Shri Desai was great in his own right. Boswell's attitude towards his master was that of an ardent hero-worshipper and a cheap and vulgar one at that at times. Shri Desai's attitude towards Gandhiji was that of a spiritual devotee to his Guru and a lover of the mother-land towards the promised deliverer.

Shri Desai's was a consecrated life characterised by a rare single-minded devotion to Gandhiji and his ideals. Gandhiji lives for the world but Shri Desai lived for Gandhiji. In one of Goethe's plays every one who gazes into the face of the heroine sees in the countenance of his beloved. In the case of the late Shri Desai, it was the reverse; he lived only to read the lineaments of his master in every celebrated character of history or legend that he contemplated, whether it was Asquith or William of Orange, Ruskin or Tolstoy, Marx or Lenin, Fenelon or St. Francis of Assisi. In the immortal lines of Moore:—

"The moon looks into many brooks

The brook can see no moon but this."

The editor has asked me to set down as addenda the experience of Shri Mahadev Desai's successor in office. The truth of the matter is that the late Shri Mahadev Desai was not a mere occupant of an office, he was an institution. His office began and ended with in himself. He left behind him no successor.

—Pyarelal.

## **Some Successful Secretaries**

### **CHAPTER VII**

A. V. Thakkar, General Secretary, All India Harijan Sevak Sangh, aged 76, is very energetic and active. His passion is service. It was in 1932 during Mahatamaji's epic fast, that Sri Thakkar Baba's name was first heard. Since then his name has been associated with Harijan work, all over India. Flood relief and care of aborigines also demand his service. A widower, with a wrinkled face, heavy with age, what an amount of travelling Thakkar Baba could stand. All day even in train, like a leech he sticks to his files. Daily notes of his work he keeps. All over India he organises work. His office is well kept up-to-date, systematic indeed, and so well organised that a reply comes by return of post. A Gujarati by birth, his accounts are easily so well kept, that a rupee ill-spent or spent without authority will never fail to escape his vigilant eye. He is a source of inspiration to all the secretaries. Strict, yet human; old in age but young in spirit, he knows well how to choose his colleagues and co-workers in the provinces. With all Birla's financial aid, without Sri Thakkar Baba, the All India Harijan Sevak Sangh would not have been what it is now. Mahatmaji knows how to select the right person for the right place.

*Pandit Jawaharlal Nehru*, the Secretary of the Indian National Congress, illustrious son of India and prince among patriots, had the honour of being the President of the Congress. For some years, he was the

General Secretary of the Congress. As a writer, he is a world-figure now. He has personality, equipment, energy and information for the Secretary's post. He can tour for days and months, and speak for hours and write columns.

Moturi Satyanarayana, Secretary of the Dakshina Bharat Hindi Prachar Sabha, started his life in 1920 as a Hindi Pracharak. He comes from a respectable ryot family in Kistna District. He has studied only up to S.S.L.C. His is an interesting career study. He grew with the Dakshina Bharat Hindi Prachar Sabha, in South India in general, and in Congress circles and among legislators of the City of Madras in particular. Who does not know "Rangaswamy Iyengar Hall" and Hindi Prachar Sabha buildings and colony? This is a monument to Satyanarayana's work, capacity and organising genius. A good writer in Hindi, Telugu, and English, a pucca propagandist, excellent organiser, an unflagging speaker in Telugu and Hindusthani, and good business man, he knows human nature well and gets into the details of the work. Never does he displease anyone by word or deed. Affable, pleasant and fine tempered he always is. Such conduct is rare. What he lacks a little, in personality, he easily makes up by the above merits. He is really a successful secretary, and an executive one at that. Any institution will be safe and its progress will be certain in the hands of men of his type.

J. C. Kumarappa, Secretary and founder of the All-India Village Industries Association, has had foreign training. He is a good economist, and a man of simple

habits ; a good organiser and writer. He tours extensively and his wants are few. His is a dedicated life to the cause, with religious zeal and he loses himself in his work.

A. Kaleswara Rao, M. L. A., was Secretary of the Andhra Provincial Congress Committee for ten years. He is an excellent draftsman, he is sociable in nature and draws young men. He has specialised in different subjects.

Acharya Kripalani, Secretary of the All-India National Congress, is a devotee of Mahatmaji and a friend of Pandit Nehru. He is the organiser of Khadi work in the United Provinces. He is a writer of books, and a pungent speaker. He hits his opponents will. He has a good Command of the language to send good circulars and statements.

Dewan Bahadur R. V. Krishna Iyer, Retired Secretary of the Madras Legislature, is clever, experienced and vigilant. Well grounded in law, he has studied constitutions, parliamentary practice, and is upto date in information. He can pick out a point in a minute to the Speaker for the use of the House. He has organised his office so well that reporting of the speeches has always been efficient, quick and authentic. Speeches delivered by members on the floor of the House, he got ready for correction after half-an hour.

Miss K. B. G. Vakil, M. A. (Bombay), M. sc. (Economics) London, who is the Personal Assistant and Private Secretary to Sir Homi Mehta, Bombay, when asked about her work, writes thus : "I have been working with Sir

Homi Mehta, K. B. W., for the last couple of years in the capacity of Personal Assistant and Private Secretary. I interview business people, take his instructions and act accordingly. Whenever any recommendation is needed. I endorse the statement, and he agrees to my suggestions, I am in charge of his secret correspondence dealing with Government as he is the Chairman of the Bombay War Gifts Fund and a nominated member of the Reserve Bank. His social activities are also looked after by me, as some of his business concerns."

Dr. P. Kothandaram, Ph.D., of the Servants of India Society, Nagpur, for about ten years acted as Secretary to the Rt. Hon'ble V. S. Srinivasa Sastri, and he was with him in South Africa, and in London for the Round Table Conference. His experiences will be very interesting in his own words.

"I had the honour and the privilege of serving the Rt. Hon'ble V. S. Srinivasa Sastri as his Secretary for about 10 years, particularly when he was a member of the Council of State, when he was a delegate to the two Round Table Conferences in South Africa in 1926 and 1932, when he was the Agent-General of India in South Africa in 1927-29 and when he was a member of the Indian Round Table Conference in London in 1931. Most of the time I lived with him as a member of his family. My relations, therefore, are more personal and intimate than that of a secretary to his chief.

"Mr. Sastri was in the habit of writing most of his personal letters himself in his own beautiful handwriting.

It was only when he was persuaded to write articles for the Press that he used the assistance of his Secretary to type out the material. In dictating, Mr. Sastri was rather slow. In fact, though not a rapid typist I could keep pace with him as he dictated. He was deliberately dictating with long pauses between sentences. He had, however, a very remarkable memory, and interruption did not, in the least, disorganise his dictation. Even at the end of a long break he could pick up the threads without a cue. I remember occasions when, as he was dictating, some visitors would drop in and I would wait a half hour or even an hour before he could resume. He hardly ever asked me to read what he had already said but proceeded as if there had been no interruption at all. Both in speaking and writing he had, as it were, a clear picture of what he wanted to say or write, and no interruption could confuse him.

“ In public speaking he hardly ever used notes—in fact he found notes a hindrance rather than a help. On one occasion in the Transvaal, South Africa, he was addressing a public meeting when a stink bomb was aimed at him but luckily failed to reach him. Simultaneously the mischief-monger switched off the lights. There was some confusion in the audience but Mr. Sastri calmly stood where he was and offered to continue if the chairman resumed his seat.” It was proposed to move the meeting from the hall to the open to avoid the fumes. The change took some time. When the chairman took his seat, Mr. Sastri calmly continued : “As I was saying when we were interrupted.....” and proceeded with



the rest of his speech. When the speech was subsequently read, it was a complete whole and betrayed no break in its continuity.

“When he was due to give the Kamala Lectures at the Calcutta University on “The Rights and Duties of the Indian Citizenship” he was prohibited by his doctors in Calcutta from speaking, as he was then very ill with heart trouble. Earlier he was pressed to write out his lectures which could be read by a substitute if he was unable to deliver them himself. But he would not write out his lectures nor had he notes. He suffered greatly as he spoke, but there was nothing in his voice to betray his suffering. He could not speak at his usual speed and therefore spread out his three lectures into four. They were taken down and subsequently printed without much alteration.

“My duties were more of a friend, companion and counsellor rather than of a Secretary in the accepted sense. I enjoyed his confidence to a degree. He kept few secrets from me. I hope I have given him no occasion to regret it.”

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## Office :

### CHAPTER VIII

*Location* depends upon the nature of the office or organisation. Sometimes, the psychological location, its availability and reach or nearness to member's station, convenience, determines the popularity and enhances the usefulness or function. Junction of roads, a good centre, and nearness to transport stations and hotels, are always desirable for non-official, national or business organisation. This of course depends upon the finances of the association and the selection of the place by the secretary of the organisation.

*Establishment* :—The minimum is from a clerk to manager, superintendent, stenographer, accountant and a peon (messenger) and this forms the paid establishment of any office. Sometimes, assistant and joint secretaries also form part of the establishment. It is always desirable to have a full-time paid manager or clerk for the office.

*Equipment* :—What personality is to the Secretary, equipment is to the office. As one approaches, enters and begins to get to the work, the office must create the first impression by its neatness, orderly and attractive set up and arrangement. If it is located in a bye-lane there must be a direction board on the main road guiding members and visitors. At the office, a nice attractive board to be renewed every year must give out the name and office hours of the organisation.

The office must have separate rooms for President, Secretary, clerk and files, and for visitors or guests or members. Congress organisations will naturally have to make arrangements for the lodging of members; separate bath room, mats, drinking water, etc. water taps and good latrines are essential. Tiffin carrier, some crockery, as cups and saucers, two bath towels and one cot for the Secretary's room for the convenience of distinguished visitors or leaders can be purchased. A time-piece, typewriter, cyclo-style or rotary machine, furniture, an almyrah for files, chair and table can also be added.

*Notice Boards* :—Two or three blackboards with the name of the Association permanently written, and a flag will serve a good purpose in announcing meetings, arrivals of leaders, etc. at different places. The meeting place, time, speaker's name, and subject can be attractively written in different colours. These sometimes will serve as well as a newspaper. On the wall itself, a blackboard like black painted area can be kept.

*Office-records* :—These consist of : (i) Minutes Book (ii) Accounts Books—cash book, ledger, receipt books, bank pass books, vouchers, etc., (iii) despatch book for postage etc. (iv) inventory of office-records and furniture.

Train timings of the place and postage clearing hours should be kept on board.

*Files* :—These are necessary to keep papers in order which are subject to wear so as to pick out whenever wanted. Varieties : (i) flat files—papers punched and

filed ; and (2) office files—as in Local Board offices and Secretariat, where loose papers are covered and tied by flaps without punching.

Without files, office will be a mess or conglomeration of papers and bundles. Unless we sort out the daily correspondence and records, into separate bundles or files, it will be impossible to carry on the work. Office efficiency depends upon the capacity to pick out the concerned paper urgently needed.

Files can thus be broadly divided into (1) pending files, (2) disposal files and (3) newspaper cuttings and press statement files.

Pending files contain papers that await decision or orders, while in disposal files papers that are disposed of or orders from decision arrived are kept. These again are current or permanent ; current until the execution is completed or the subject is considered in the current period, and permanent if the matter is finally disposed of or execution carried out and the subject will no more be considered. The papers will then be bundled up. After a certain period, from a month to years, the current files are transferred to permanent, or if unnecessary, destroyed.

Pending files are again divided into different classes, depending on the subjects, urgency and importance, as ordinary, urgent, emergent, confidential, meeting, for president or district committees, Government, reports, etc. As the daily papers are opened, the Secretary goes through and keeps for some time all in one pending file.



SHRI T. PRAKASAM,  
The Lion of Andhra Roaring

*With the kind Courtesy of Mr. Kasa Subbarao.*



Then he will sort out or mark out for respective files, as the R.M.S. man sorts in the train letters to different stations and districts. The confidential papers will then go to the confidential file, very urgent to emergent, *i. e.* which need immediate disposal, and the urgent in a day or two, any resolution or subjects for decision, etc., for the meeting file, and—Government correspondence to the Government file. Files for circulars received and sent are separately kept. Newspaper cuttings and press statements, containing any important news affecting or concerning the organisation appearing in the newspapers will be marked and preserved in separate files and likewise press-statements and reports in a different file.

*Literature and Library* :—Reference books, census reports, gazettes, maps, year books, railway and postage guide, etc. Reference books like Indian Year Book, Hindusthan Year Book, District Manuals or Gazettes, and Economic Atlas of the Presidency, are all necessary for reference. Other books are : Annual Registers, Government of India Act, histories of the Congress, India, the Presidency and Districts, maps of the world, India and districts, postal and railway guides, local maps in the district vernacular, Government maps of irrigation, co-operation, development departments, reports of other provincial and district committees, "Is it Indian", Who's Who, lists of dailies, weeklies etc. in the local language and of English dailies of the Presidency, and names of editors and local correspondents, local boards, election rules, Local Boards Act, dictionaries, etc.

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## CHAPTER IX

### HOW TO KEEP ACCOUNTS

More often than not, except in big associations, the duty of maintaining proper accounts of the association falls on the Secretary. It may be stated without fear of contradiction that however efficiently an association is run in all other aspects, it is bound to come into disrepute sooner or later if its accounts are not kept in proper manner. The need for the maintenance of proper accounts cannot therefore be stressed too much.

Even in cases where a society or an association maintains a separate accountant, it is essential that the Secretary, as the ultimate authority responsible for the good management of the institution, should be well aware of the method of keeping accounts.

As it is beyond the scope of this book to deal with this subject in a comprehensive manner, only a general outline of a simple method of keeping accounts is given herein.

### BOOKS TO KEEP

- (1) Receipt Book    (2) Cash Book    (3) Ledger  
(4) Postage Book.

(1) *Receipt Book* :—As soon as any amount is received by the Secretary on behalf of the Association,



he should immediately issue a duly signed receipt by the competent person. If the receipt is for a sum exceeding Rs. 20/-it should also be stamped. For this purpose, the Secretary should get printed, counter-foil receipt books, all the receipts being machine-numbered consecutively, and bound in convenient books of 50s or hundreds. The following form is recommended as suitable for most associations.

THE ELORE JOURNALISTS' ASSOCIATION, ELORE.		The Ellore Journalists' Association, ELORE.	
No.	Date.....	No.	Date.....
Received from.....		Received from Sri.....	
Rs.....		.....Rupees.....	
being.....		being.....	
Rs.....	Signature & Designation.	Rs.....	Signature..... Designation.....

On occasions when an Association desires to collect contributions or donations on a large scale, it is not unusual for it to print receipt books of specific denominations, such as for Rs. 1, 5, 10, Rs. 100/-etc. Even in such cases receipts of each denomination ought to be numbered consecutively and it is desirable that each receipt book should be numbered with the number of the receipt book too. This will facilitate accounting of the issue and the receipt of the receipt books to different persons, who are authorised to collect donations or contributions.

In all cases a stock account of receipt books should be kept. The receipt books themselves should always be kept in safe custody.

*Vouchers* :—All payments made by an Association should be supported by proper vouchers. For this purpose it is best to have printed voucher forms, on which should be recorded (a) The name and address of the payee, (b) Amount paid, (c) purpose for which the amount is paid, (d) initials of the authority passing the payment, (e) signature of the payee, and (f) the account in which the payment is to be recorded. The vouchers should be numbered consecutively as they are filled up, and filled in chronological order. They should be stamped when the payment exceeds Rs. 20/-. In case cash-bills for purchases or official receipts of the payee are obtained instead of his signature on the voucher form, they and any other pertinent papers relating to the payment should be attached to the voucher. When the payee is illiterate and attaches only his thumb impression it should be attested by a witness. It so happens that it is not sometimes possible to obtain vouchers for small purchases etc. On such occasions the Secretary's signature certifying the payment ought to suffice.

There is, in prevalence, a practice in some places, of obtaining the signature of the payee in the cash-book itself just beneath the entry of payment in the same. Though this method has nothing to say against it, it is not always possible to adopt, and the method detailed above is recommended for the sake of uniformity. The voucher forms are kept loose and are filled up as they

are being used. The following may be adopted as a model for a voucher form.

---

THE ELLORE JOURNALISTS' ASSOCIATION, ELLORE.

Voucher No.....

Date.....

Paid..... Rupees.....

.....by cheque/in cash, being.....

Passed for payment.

Initials.      Rs.....      Signature of the payee

Account to which the payment relates.

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(2) *The Cash-Book* :—The cash book is the book of prime-entry in accounting. It is the book from which all other accounts are drawn up, and is therefore the most important. The following form of cash-book is usually obtainable in the market, and suffices the needs of any society in general.

Date	Particulars	Ledger Folio	Dr.			Cr.		
			Rs.	As.	Ps.	Rs.	As.	Ps.

The cardinal principle to be borne in mind in writing up accounts is, whichever account or person pays anything is a creditor, and whosoever, either a person or an account, receives the payment is a debtor.

The cash-book represents the cash-account. So when cash is received, cash account becomes a debtor, and when cash is paid, it becomes a creditor. Simultaneously, when cash is received whosoever pays it, be it a person or an account becomes a creditor, and when cash is paid by the society, the payee, be he a person or an account becomes a debtor.

So, for example, when Rs. 500/- is received by the society as a donation, the cash account becomes a debtor, and *vice-versa*, the donations account, becomes a creditor. Again when a sum of Rs. 50/- is paid as salaries of staff, the cash account becomes creditor, and the salaries accounts become a debtor.

When recording the transactions in the cash-book or the cash-account, the date of the transaction, the account-head to which the transaction is related, explanation of the transaction, and No. of the receipt relating to the transaction should all be clearly noted.

For example, the following transactions have to be recorded in the cash-book :

1. On Jan. 1, 45, Rs. 500/- is received as a contribution.
2. On Jan. 2, 45, Rs. 30/- is paid towards purchase of stationery.
3. On Jan. 3, Rs. 25/- is paid towards purchase of furniture.

The record of these transactions would show up in the cash-book as follows :—

1945 Jan.

1. To donations A/C.

Donation received

from X R. I.                      500   0   0

2. By stationery A/C

Stationery purchase as per

V. I.                                      30   0   0

3. By furniture A/C

Furniture purchase as per

V. 2.                                      25   0   0

Whenever a transaction is to be recorded, it should first be examined whether the receipt or payment relates to a person, or to an expenditure or receipt of the Association. If the payment relates to an expenditure item of the Association, like salaries, rent, stationery, postage, furniture, etc., the respective account should be debited, and not the person to whom the payment is made for the above items. So also when an amount is received on behalf of the Association, such as donations, membership fees, grants, etc., the concerned account should be credited and not the person paying the amount. Only when an amount is received from or paid to a person, and is to be accounted to or by that person, the personal account should be credited or debited.

*Heads of Accounts* :—Generally the receipts of an Association fall under the following heads :

1. Donations.
2. Membership fees.
3. Special Funds.
4. Grants.
5. Loans taken.
6. Receipts from any remunerative enterprises such as sports etc.
7. Other receipts from miscellaneous sources.

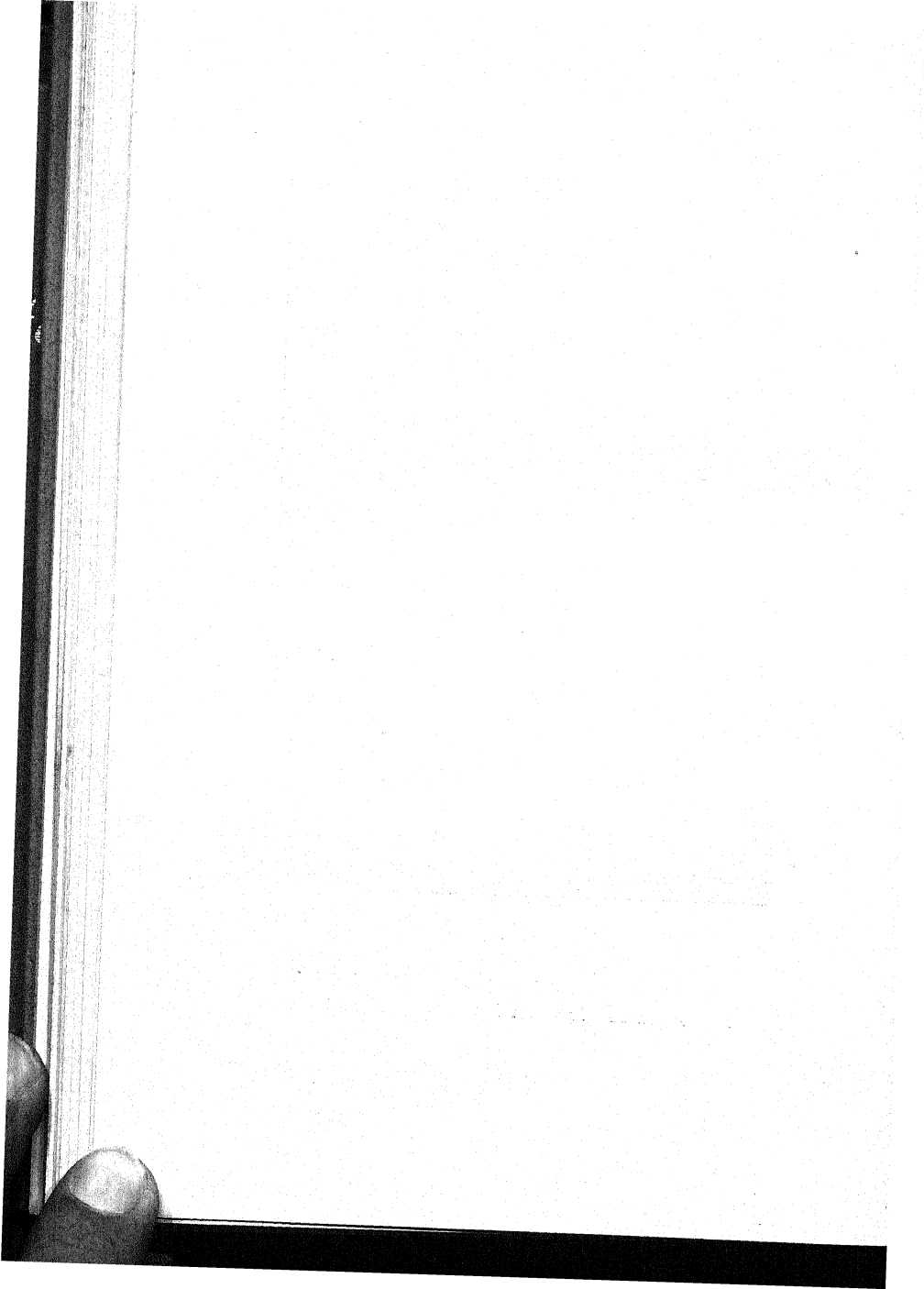
The expenditure can generally be distributed under the following heads :—

- (a) Expenditure on permanent or temporary assets of a Society such as :
  1. Lands, buildings, etc.
  2. Furniture, fixtures etc.
  3. Library.
  4. Securities, shares and deposits.
  5. Advances or loans to persons.
- (b) Expenditure items such as :
  1. Rent, rates, insurance etc.
  2. Salaries of staff and wages.
  3. Stationery including its printing.
  4. Postage, freight charges.
  5. Printing other than stationery and propaganda.



SHRI S. K. PATIL

The even active Secretary and able organiser  
of the Bombay Provincial Congress Committee





6. Newspapers, periodicals etc.
7. Travelling expenses.
8. Expenditure on any charitable or philanthropic work in which the society may be engaged.
9. Other miscellaneous expenditure which is not covered by the above.

The foregoing list is not a comprehensive one, but is given as a general indication as to how to differentiate the various receipts and expenditure of a society. Every society should determine the various account-heads required to serve its purpose.

*Adjustment entries:*—So far transactions involving actual exchange of cash, either as a receipt or a payment, have been dealt with. There are also other transactions in which cash actually does not change hands, but articles or service are given and received, payment of consideration being deferred. Furniture etc. purchased but not paid for, salaries or rent accrued due but not paid, etc. are some examples of the transactions cited above. In recording such transactions, the principle of debtor and creditor, enunciated earlier, should invariably be applied. As the transactions are to be recorded in cash-book, they should be recorded just as cash value of a commodity or service is received in cash and spent in cash for the purpose indicated. For example, a piece of obsolete furniture is sold to X, who has not paid its value. The transaction should be recorded as though

the furniture account has given the cash-account (or cash-book) the cash value of the furniture and as though the same account has been paid over to X. Analysed as stated above, the transaction, assuming the worth of the furniture to be Rs. 200/- will be recorded in the cash-book as follows :—

	Dr.	Cr.
	Rs. As. P.	Rs. As. P.
To furniture a/c		
Furniture sold	200 0 0	
By X a/c		200 0 0

Again at the end of a month, rent of office premises amounting to Rs. 25/- has accrued due but not paid immediately. In this case the Rent account has received the service (use of premises) worth Rs. 25/- and the landlord has given the same service worth Rs. 25/-. So the entries in the cash book would again show, as if Rs. 25/- is received from the landlord and paid over to rent account. Therefore, the entries will be recorded as follows :—

	Rs. As. P.	Rs. As. P.
To Landlord		
Rent for January accrued due but not paid	100 0 0	
By rent a/c		
Same as above		100 0 0

3. *Ledger* :—Ledger is an analysis of the transactions entered in the cash-book, under different account heads,

so that the sumtotal of all the transactions of the institution under each particular head during a given period can easily be visualised. Accounts are, therefore, opened in the ledger on separate pages, with all the account-heads recorded in the cash-book. In the opening the accounts in the ledger, the grouping of various accounts indicated earlier will facilitate accounting.

After the accounts are opened in the ledger, the entries of each transaction in the cash-book are posted, or recorded in each account in the Dr. or Cr. column respectively. While doing so, the No. of the page of the ledger account should be noted against the transaction in the cash-book and page of the cash-book in the ledger, as this facilitates easy reference from one book to the other.

For example, the following entries in the cash-book have to be recorded in the ledger.

# CASH-BOOK Page 5.

Jan. 5	By furniture account	
	Benches purchased. VI	100 0 0
6	To Donations account	
	Donation from X R 3	300 0 0

The above entries will be recorded in the ledger accounts as follows :—

## LEDGER

*Furniture Account :*

Folio

Jan. 5 To cash accounts

Benches purchased VI 5 100 0 0

*Donations Account*

Jan. 6 By cash account

Donation from X Rs. 3 5 300 0 0

At the end of the official year, or earlier if so desired, the accounts are closed and balances taken out so that the accounts may be prepared.

(4) *Postage-Book* : Generally institutions spend large amounts on postage to their numerous constituents. If all the individual items of postal expenses are recorded in the cash-book they will make the cash-book cumbersome and unwieldy. So a separate book called the postage-book, or the Despatch Book is maintained wherein the details of the postal expenses are recorded chronologically. So whenever postage stamps are purchased in lump sum the total amount is debited to the postage account in the cash-book. This amount is then recorded in the postage account in the column shown. The details of postage stamps spent are recorded in a separate column in the same book, and the difference between these two columns will always give the value of stamps still in stock.

The following form may be adopted for the postage-book :—

Date :	No. of Letter	Name & Address of the Addressee	Brief Note as to contents of Letter	Postage spent Rs. A. P.	Postage purchased Rs. A. P.

*Bank Account* :—Generally institutions keep their funds in a Bank. It is always advisable to do so. A wholesome practice to be followed, is the depositing in bank of all receipts, without directly spending from them. Expenditure is to be met through withdrawals from bank by cheque.

Where the transactions with the bank are numerous, a cash-book with separate bank and cash columns is maintained, but when they are not numerous, it is enough if a bank account is opened in the Ledger as any other account. In the cash-book, transactions with the bank are recorded as with any other individual and later posted to the ledger account.

### ANNUAL ACCOUNTS

Every institution is required to furnish its members annually with an account of its financial dealings for the year. So every Secretary should prepare the following accounts at the close of the year:

1. Receipts and payments account.
2. Income and expenditure account.
3. Balance sheet,

*Receipts and Payments Account* :—The Receipts and Payments account shows the sum total of all the receipts and payments made by the institution during the period for which it is prepared. It does not however show the actual financial position of the institution, but enables one to have a comprehensive view of the financial transactions during the year. The account is prepared in the following form :—

*Receipts & Payments Account* for the year ending  
31—12—45 :—

<i>Receipts</i>	Rs.	A.	P.	<i>Payments</i>	Rs.	A.	P.
Opening Balances	...	...	...	Salaries	...	...	...
Cash	...	...	...	Rent	...	...	...
Bank	...	...	...	Postage	...	...	...
Donations	...	...	...	Stationery	...	...	...
Contributions				Mis. Expenses	...	...	...
to special funds	...	...	...	Furniture	...	...	...
Grants	...	...	...	Loans & Advance			
Miscellaneous receipts	...	...	...	to 1. a	...	...	...
Loans taken				2. b	...	...	...
1 X	...	...	...	3. c	...	...	...
2 Y	...	...	...	Total expenditure	...	...	...
3 Z	...	...	...	Closing balance			
Advances recovered	...	...	...	In Bank	...	...	...
				In Cash	...	...	...

*Income & Expenditure Account*:—This account is prepared to show the actual surplus earned or deficit incurred by an institution during the year. To this account are brought only such items as can be considered as income of the institution for the year for which the account is prepared and the items of expenditure for the year only. It is usually prepared in the following form:—

*Income & Expenditure Account for the year ending*  
31—12—'45 :—

<i>Income</i>	Rs.	A.	P.	<i>Expenditure</i>	Rs.	A.	P.
Donations	...	...	...	Salaries	...	...	...
Contributions	...	...	...	Rent	...	...	...
Grants	...	...	...	Postage	...	...	...
Int. on bank a/c	...	...	...	Stationery	...	...	...
„ „ Securities	...	...	...	Mis. Expenses	...	...	...
Mis. receipts	...	...	...	Depreciation on furniture and premises	...	...	...

Total Expenses Surplus  
(Excess of income  
over expenditure for  
the year)

... ..

*Balance Sheet* :—The Balance Sheet shows the actual state of the institution's position in respect of its assests and liabilities on a given date. The Balance Sheet is therefore prepared as on a given date instead of for a given period. It is prepared in the following form:—

*Balance Sheet as on 31—12—1945* :—

<i>Liabilities</i>	Rs.	A.	P.	<i>Assets</i>	Rs.	A.	P.
Earmarked and				Cash on hand	...	...	...
Special Funds	...	...	...	" in Bank	...	...	...
Sundry creditors				Furniture less			
1. X	...	...	...	depreciation	...	...	...
2. Y	...	...	...	Premises do	...	...	...
3. Z	...	...	...	Securities	...	...	...
Total liabilities				Sundry debtors			
				1. a	...	...	...
				2. b	...	...	...
				3. c	...	...	...
Surplus for the year							
brought forward from							
income and							
expenditure a/c	...	...	...				
	...	...	...		...	...	...

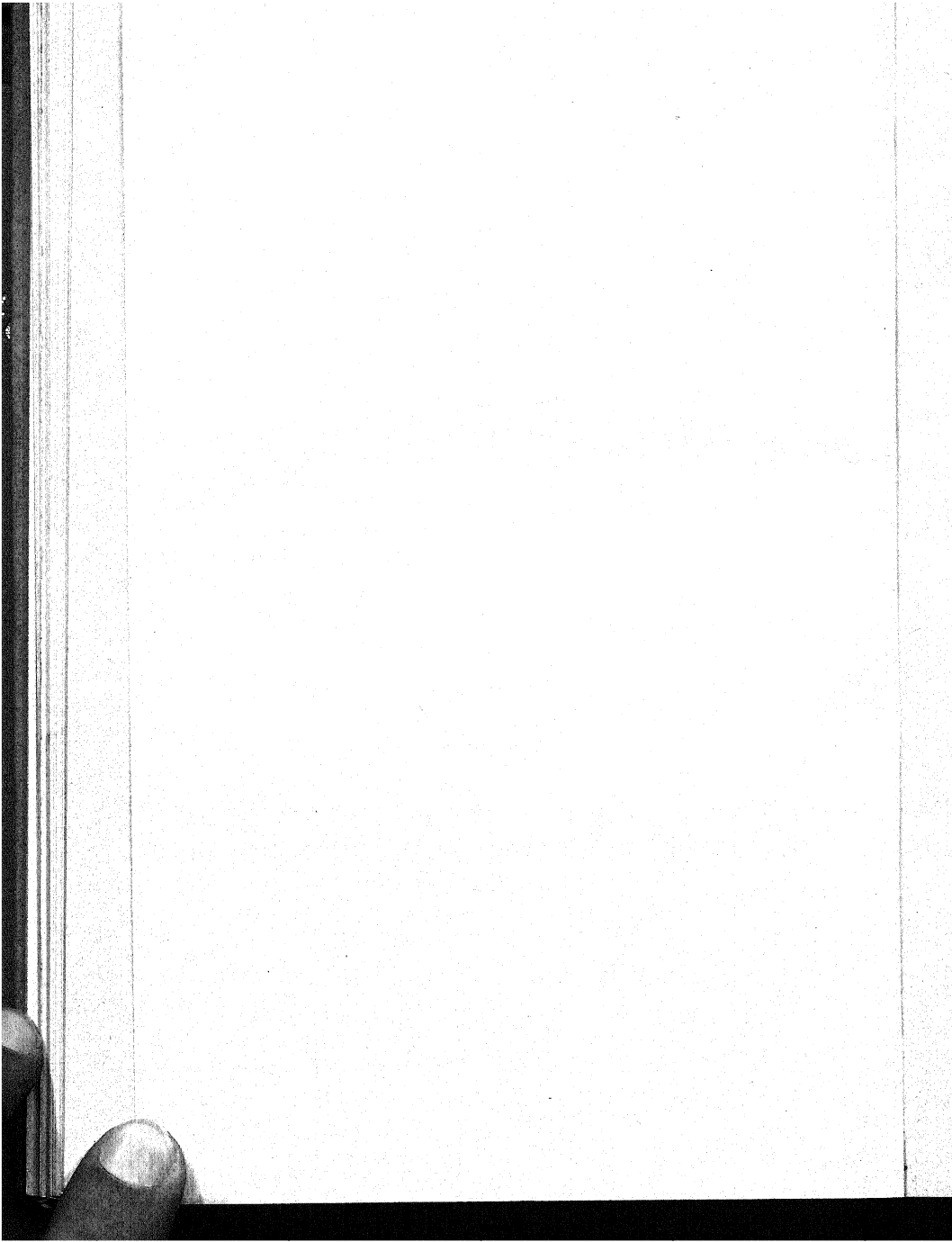




RAJAJI

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# How to write Reports

## CHAPTER X

*How to write Reports* :—A report is the summary or the record of the work done in a particular period, for a particular purpose, by a small committee or special committee or the whole association, committee or company or organization. It is meant not only for the information of the members or shareholders or policy holders, but to the general public also for the institution's betterment, attraction, and propaganda, so as to enhance its usefulness and justify its existence, thus promoting its interests. The language of the report must be simple.

Reports may be classified thus :—Annual Report, Bi-annual Report, and quarterly and monthly, special or sub-committee reports, press reports, meeting or conference reports, reports from subordinate committees to higher bodies.

*Nature* :—The report, of whatever kind it is, must serve some purpose. It has its place and function. As such it must be brief, interesting, informative, attractive and useful. It must begin with a brief historical review of the work of the association and a short review of the work done during the previous year, how far the organisation could successfully carry on the work, if there are failures, what are the difficulties that have to be faced, and how to overcome them in the coming year, and also why work was slack. If there are subordinate bodies, review their work and also survey the work in provinces and districts or taluks or firkas, and offer suggestions for work in the coming year. Appeal and

extend thanks, congratulations wherever and to whom-so-ever necessary in the conclusion.

The Balance-sheet of the income and expenditure, any statistics or tables can be added in the end as appendix. If funds permit when necessary, illustrations will attract general interest. The audit report or remarks must be included in the report. Subordinate committees must, in accordance with the higher bodies' instructions, submit regular reports on the lines indicated for the work entrusted to or expected of them. Upon these reports depend the main organisation's work and report.

*Circulars* :—These are the instructions given to the subordinate committees. The circulars will have headline titles and instruction in several numbers, and the conclusion.

*Press Reports* :—The Secretary will do well to prepare short reports of the proceedings of the committees, general bodies or of public meetings for the convenience of the Press or the correspondents. It is not always that we find active, sympathetic correspondents to send news to the dailies with relevant points. From a propaganda point of view the Secretary has therefore to prepare a short press report, with objects, work, interesting episodes and conclusion and appeal with his name or supply for the benefit of the Press. The editors will then summarise and publish according to the space available. In its absence, little or no publicity the organisation will get, and it will not be popular.

# Public Meetings

## CHAPTER XI

WHAT is it? A meeting called by a citizen or citizens to discuss a question or questions of public interest is strictly an open meeting of the organization open to the public. Sometimes meetings are arranged or convened by some important people for a particular purpose. In cities like Madras, the Sheriff is requested to convene a public meeting on behalf of the citizens.

What for? To educate the public, to carry on propaganda, to take the public into confidence, review the work done regarding some issue or problem, to protect against injustice done, or wrong step taken by the Government or some institution, or it may be merely academic just to present all view-points or different aspects of some immediate problem facing or demanding our solution or to convince the voters to vote in a particular manner on the eve of an election.

Steps to convene a meeting: It is the common experience of all public workers and leaders, how often meetings fail for lack of an audience or end in confusion. Expected speakers become absent or the President may disappoint. The announced hall or meeting place may change: all due to the lack of proper planning. Meetings like this will discredit both the organisation and the secretary. Usually there must be sufficient time to give due publicity, arrange proper speakers, select a competent president and make it successful.

*Steps to convene a public meeting:* (I) Announce a meeting by circulars, wall-posters, distribution of hand-bills, by tom-tom or megaphone, sounding of the organization's attractive drums or bugles or bells by volunteers, or advertisement in the newspapers or by lantern slides in the cinemas or by employing all these. In notices or hand-bills, the matter must be attractive, simple and short. The object of the meeting, place, time, date and the subject, speakers' list, president's name, all must be strikingly arranged and at a glance one could catch the purpose of the notice, instead of long dull and unattractive notices. Notices must be educative also. They must contain the organization's name as also the convener's or secretary's name. The distribution must be going on for three days or at least a day before the meeting. Tom-tom on the previous day. Train one drummer to regularly do this. If there is to be a procession, it must be well organized. The details regarding the place and time it starts and ends, the route it takes, all must be there. It must reach the final place ten or fifteen minutes before the time of the meeting. Songs, flags, slogans, all must be selected, fixed and entrusted to some persons. In processions a leader should be fixed to conduct the procession. He can consult the Secretary and President in fixing the routes, etc., for the procession. He must properly estimate the time it takes to cover the route. Any song, any route, any cry, these must be avoided. The procession must suit the occasion; must not make it an everyday affair, lest it lose its newness, attraction or purpose. The organization's black-boards, as mentioned in office

equipment, must be made good use of in giving publicity to the meeting. The matter must be written in different colours to relieve monotony and attract attention. On the day of the meeting, have a conspicuous notice outside the hall and fix a nice flag at the meeting place.

(II) Personal canvassing of people as desire to be present at the meeting. When the meeting is to organise relief, appoint a Committee.

(III) In the morning, see the hall, platform and seating arrangement for the President, speakers, ladies and also attend to lighting arrangements. Often when there are no electric lights, petromax lights arrive late enough to cause confusion and dullness. See the lights are well focussed on the speaker and this will impress the audience. The hall or the place must be sufficiently lighted to create impression or attraction. See that there are lights at the gate or near the ladies' entrance. There must be separate accommodation and way out for ladies. Provide paper, pencil, calling-bell, clock, drinking water and glasses, for the President and speakers.

(IV) For the draft resolution or resolutions, or motions to be submitted to the meeting, secure proposers and seconders.

(V) Approach a proper person, submit the resolution, request him to preside. He must be one who sympathises with the object of the meeting and one who can conduct the meeting. (For *how to conduct a meeting*, see "Duties of President, Chapter No. IV)

(VI) For the meeting, appoint ushers whose duty is to see that those who are to be seated on the platform and in the body of the hall (never crowd a platform with all and sundry) pass into their respective seats without confusion and disorder. Appoint doorkeepers not to allow drunkards and regulate the crowd, protect ladies and promote orderliness.

(VII) *Chairman* :—At the meeting, if the Chairman is already selected or announced, there is no need for fresh election. If not, first make a motion to select a Chairman. After seconding by some one, the Chairman will take the chair. If anyone questions or proposes another name, there will be election. Generally, it is better to announce the President's name in the notice itself. The Secretary or someone on behalf of the organization can introduce the President to the audience.

(VIII) *Procedure* :—First the Chairman disposes of formal business if any, and calls someone to move the resolutions and some other to second. There will be a debate. If anybody wants to oppose, it is left to him to allow some time. The President must well control the meeting. He must be resourceful, vigilant and strong. If there is no resolution to pass, only speakers fixed by the promoters will speak. In requesting the speakers, it is better, nay necessary, to fix the time and particular aspect of the question one has to speak on. This will avoid much disgusting and overlapping repetition among the speakers. The President may add a word or two regarding speakers if they happen to be near to the place.



(IX) Voting—only by show of hands.

(X) A good song in the beginning will make the meeting lively. The President then offers his observations. The Secretary or some one selected will then close the meeting after offering thanks to the Chairman and the speakers. The Secretary can make announcements if any. The people will be tired by the time the meeting ends. Much time should not be taken in thanking; convert it into a short speech. Close the meeting also with a song, if necessary.

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## CHAPTER XII

### HOW TO CONDUCT CONFERENCES

1. *Purpose* :—General and specific : National organizations either of all India and Provincial importance such as Congress, League, Sabha or Provincial Co-operative ; or Literary Conferences to review the last year's work and plan future programmes also ; or opinions on current problems will be expressed. Or for specific purposes, special conferences or meetings will be held.

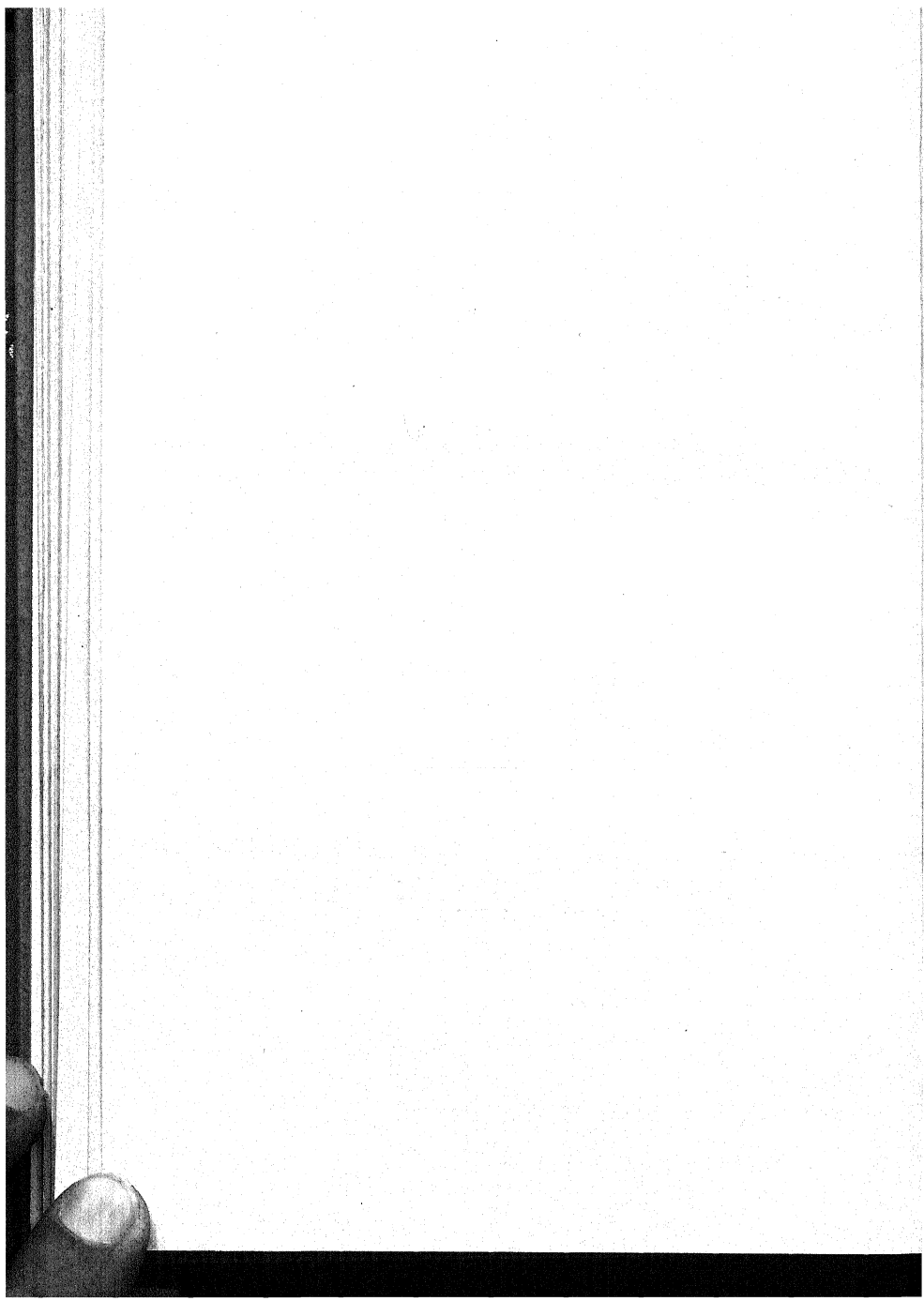
2. *Who decides* :—It is the organization at the annual conference or the working committee at its meeting that will decide the place and time of the conference. In an emergency for a particular purpose, to express some opinion, to challenge a decision or to protest against an injustice, or interest the public, it will meet after due publicity, form into reception committee and organise the conference.

3. *Preliminaries* :—A few months before the conference time, the Secretary of the Provincial or Taluk Committees must, begin to get active and arrange for the provincial or district or taluk conferences respectively. The concerned or responsible people or members in and near the conference place must get together. The Secretary with his experience will help to form a preliminary or temporary committee and decide upon the



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A Genius for Organisation, an Authority for  
Facts and Figures, and an Eloquent  
Speaker and Writer



names of the reception committee members, fee, etc. After enlisting a decent number, by notice or press note, a meeting of the reception committee members will be held when a Chairman and Secretary and Working Committee will be elected. Work and accounts of the preliminary committee, the new Committee passes. Now the Committee goes in for a suitable President and opener, if necessary. Generally, the working committee decides on the person for the Presidentship, or the reception committee members or different district committees elect the Provincial President and delegates or the National Congress President.

The reception committee must elect a capable chairman who has faith in the object of the conference and who can command confidence and co-operation of all the local workers or public. For each of the following committees, a working committee member can be President or the Secretary, so as to facilitate daily meetings and greater co-ordination instead of calling for the daily meetings of the entire organisation. To insure the help and success, some prominent people from the point of view of influence, power and help, can be added as Vice-chairmen.

The division of work among the various committees :—

- (a) Working Committee :—Chairman, Secretary and Treasurer, members in charge of other committees.
- (b) Finance Committee.

- (c) Pandal and decoration—lighting, seating.
- (d) Tickets and publicity.
- (e) Kitchen.
- (f) Volunteers—Flag.
- (g) Exhibition or entertainment, procession.
- (h) Sanitation.

The General Secretary who has to be the general organiser can be ex-officio Secretary in all the sub-committees and serving as a link or co-ordinating officer.

(a) *Working Committee* :—The reception committee, Chairman and the General Secretary of the Executive Committee which daily meets execute the work of the conference. All the Presidents or some of the Presidents of the different committees can be taken into the executive committee. This committee must by every evening get progress reports of the work proceeding, attend to the details and check up work. The secretary must keep a note-book to record, note and check items of work. He must list out items for execution that day and check up all again for the next meeting and prepare time-table of work for weeks, months ahead, he must place them on a paper and hang it up. If and when necessary, the Working Committee can write to others also to join the committee. As the conference fast approaches, it may be necessary to meet even twice a day.

(b) *Finance Committee* consisting of some influential leaders of the locality or district or province, who will enlist donors, patrons and members to the reception committee and thus collect funds. It must first estimate the total money needed for the conference from the expected attendance of delegates and visitors. The Working Committee will first, in consultation with other committees, prepare the budget of income and expenditure. The Finance Committee will then, when meeting the donors, explain the amounts necessary for various items. The Treasurer will deposit the money in some bank in current account, and draw it whenever necessary. The Treasurer must demand vouchers for all items of expenditure, and if it so happens that the expected amount is not forthcoming, the Committee must redouble their efforts and try to cut short the expenditure. The collections should be more than the expenditure, as unforeseen circumstances may necessitate unexpected expenses. After the conference, the Treasurer, who is the President of this Committee, will submit accounts with vouchers to the Working Committee and the final report will be published.

(c) *Publicity and Tickets*:—The success of the Conference, collections, attendance, attraction, and help, all depend upon the activities of the Publicity Officer and his committee. Publicity about the object of the Conference, arrangements and volunteers must be given through hand-bills, and reports to dailies. Besides, the local correspondents can be invited to visit the pandals and send short write-ups to the papers. Press telegram

forms, telegram forms, all must be kept. Wall-posters, pictorial posters, at road junctions near or opposite railway platforms or along the railway lines, at bus stands and on the buses, will help publicity a great deal. If there is an historical importance attached to the locality and the place or any conference held previously, if there are any institutions worth mentioning, short publicity notes in the dailies will create interest. Short press notes regarding progress of arrangements should be despatched to the papers at regular intervals.

Delegates' tickets, reception committee members' tickets and visitors' tickets must be nicely printed and must have and carry a message. Volunteer badges, mottoes for arches and gates, notices and posters and hand-bills, must satisfy art and the publicity point.

If there are any misunderstandings or evil propaganda about the conference or against the leaders or organisers of the conference, it must be immediately met and cleared.

A week before or two days before, a well-spaced and good size announcement should be published or advertised in the local weeklies and dailies.

(d) *Pandal, decoration and accommodation committee* :—A conference needs pandals for the conference, kitchen, dining hall and enquiry office at the gate. The size depends upon the estimated attendance of delegates. Light, ventilation, accoustics, and regulation of the crowds need much attention. Also separate accommoda-



tion and entrance for ladies, visitors and delegates and separate rooms for hospital, enquiry office, general office, tickets, etc., have to be arranged as also water supply, roads, lighting, mats, newspaper supply, bathrooms, latrines etc. This Committee must well look after all these.

The dais and the pandal must be nicely and neatly decorated with greens and flowers, avoiding paper flags, which are generally foreign. Local crops, fruits and leaves and flowers will add much to the simplicity. Select only two or three All-India leaders' portraits along with one or two local departed leaders or provincial leaders. On the dais, the President's, Chairman's and Secretary's seats, mike for speakers and lights focussed on the speakers must be fixed. Allow only a few important and distinguished visitors and leaders to the dais. Never overcrowd a dais or platform with all and sundry, if you can avoid it.

(c) *Kitchen* :—The services of an experienced friend who has had occasion to supervise and run large kitchens at marriages and conferences, must be secured. The kitchen must be airy, neat and convenient. The Committee takes charge of provisions, water supply for dining hall, lights, servers, etc. Meals must be timely. Service must be orderly. Courtesy, patience, manners, alertness, methodical work and service, the servers must bear in mind. The vessels, especially drinking and service vessels, must be neat and tidy.

(f) *Volunteers* :— The service of the volunteers contributes to the smooth and orderly working of the conference. At the conference, in the kitchen, dining hall, office exhibition, for the guard at the nights, to keep order, to regulate crowds at the gates, at the lodgings, with the President and distinguished visitors, for all these good and efficient and experienced volunteers are necessary. The captain appointed by the Working Committee must recruit the required number, having regard to the nature of the conference, its kind, attraction and purpose. There is no place for lazy, weak, ill-disciplined and slow recruits. Cycle volunteers and the required number of lady volunteers also are necessary. All must be well trained. Discipline, vigilance, spirit of service, all must be acquired and imbibed. On the flag salutation day, there will be a volunteers' rally to attract and encourage and cheer up the volunteers as well as the public. The volunteers must learn first-aid and also fire-fighting methods.

(g) *Exhibition & Entertainments* :—It is better to organise a good Swadeshi and Khadi Exhibition for three to four days. This in itself is a good education and permanent propaganda. At least Khadi and local or district village industries' exhibition with actual demonstration can be arranged. Along with this, music entertainment, national songs, competitions, wrestling, physical feats and children's games, will always be helpful in encouraging local talent and provide

useful entertainment to women and children in large numbers.

In the conference, between programmes or often in the absence of exhibition, entertainment such as music, comic skits, ballad recitals, physical feats, etc., will relieve monotony of the conference.

(h) *Sanitation and medical aid* :—Cleanliness in the bath room, latrines, kitchen, dining hall and lodgings. Disinfection will come under sanitation, while doctors, first aid, medical relief will go to the medical section of this committee. The local hospital or doctors' and private practitioners' service can be secured in this direction.

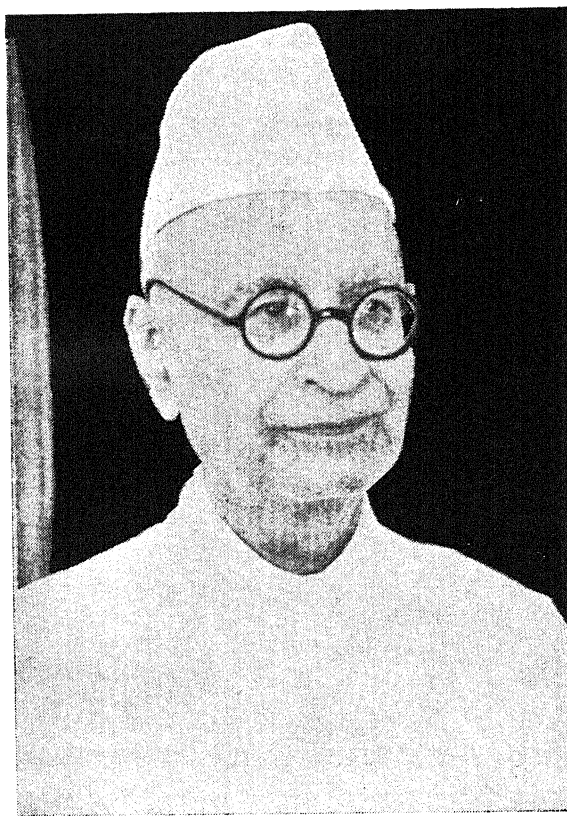
*Conference* :—Subjects Committee : A day before the conference or on the conference morning, the Subjects Committee meets. Generally all the delegates constitute themselves into the Subjects Committee. In the Congress the A.I.C.C. form the Subjects Committee, which discusses and frames resolutions. The Working Committee first must prepare the Secretary's Report reviewing the work of the previous year, resolutions passed, work done and undone, and the programme for the ensuing year, accounts and resolutions and submit the report to the delegates for approval. The Secretary reads his report and official resolutions. He will also clarify and put up resolutions on various subjects. Common resolutions must be selected. There will be amendments to the above resolutions. Sufficient notice is to be given both

in the Subjects Committee and conference for submitting resolutions to the conference. After the approval of the Secretary's Report the resolution will be taken up for discussion. After approval proposers and seconders to speak at the Congress or the conference will be fixed up. In the Congress, it is this discussion at the A.I.C.C., that is lively and great battles take place between leaders. The resolution, once passed, will generally get the approval at the open Conference. Sometimes, members reserve the right to move amendments at the conference or an extraordinary fresh resolution will be brought up before the conference.

It is always better to fix delegates or Subjects Committee meeting on the previous day so as to leisurely start the conference. The opening day must not be over-crowded with too many programmes.

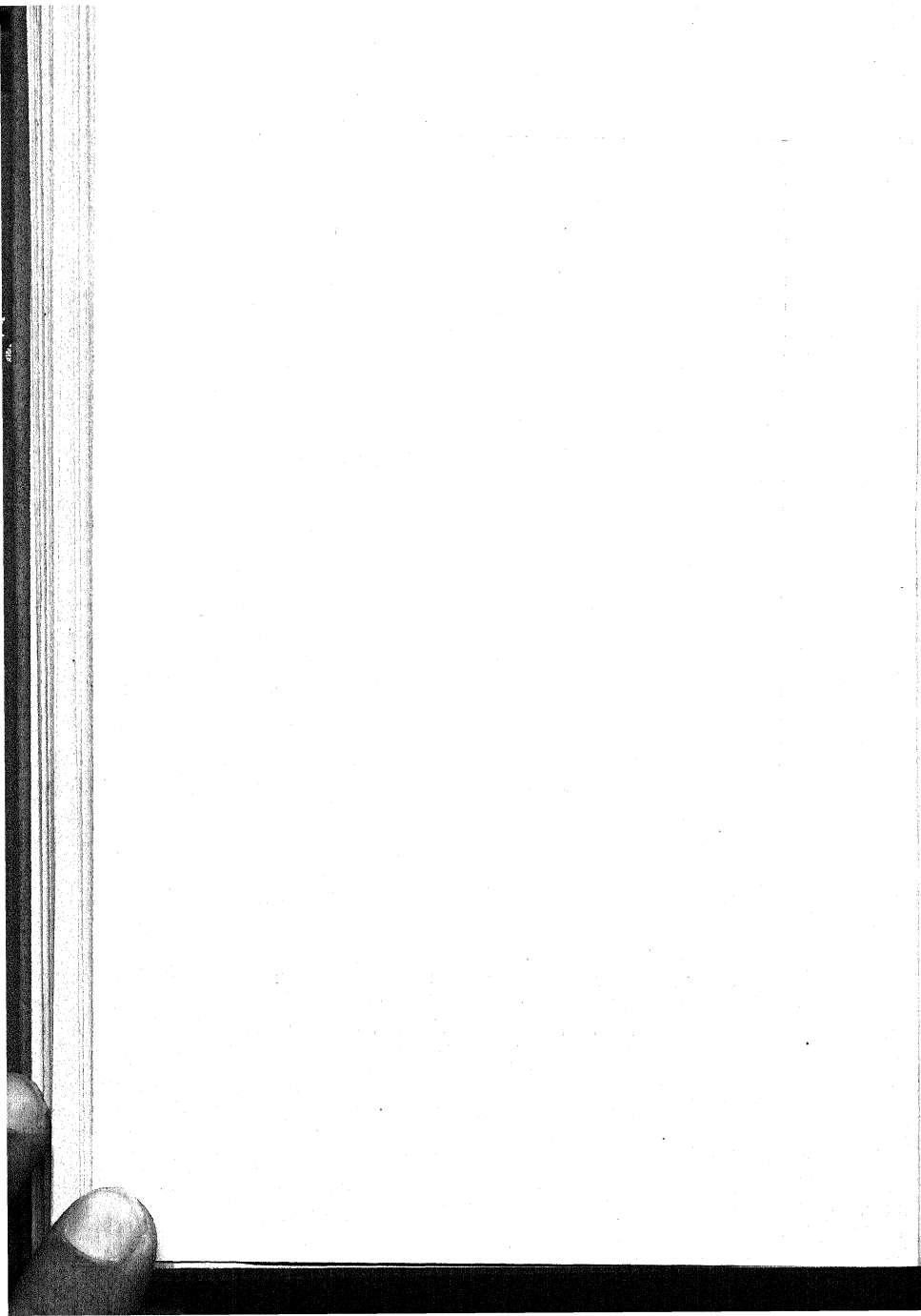
*Resolutions* :—First condolence resolutions over the deaths ; then general resolutions which need no discussion ; and non-controversial resolutions will be taken up. The important resolutions will then come up before the House. The speakers for and against the resolution discuss it as arranged. There must be a time-limit for the speakers and to move amendments. If, for any reason, some minor important resolutions cannot be moved for want of time, these will be left to the Working Committee.

*Conference* :—By the time fixed, all arrangements, volunteers, decorations, seats, dais, mike, garlands, everything must be ready. Sometimes, there is a procession



SHRI A. V. THAKKAR  
GENERAL SECRETARY, ALL-INDIA HARIJAN SEVAK SANGH

Popular and untiring Harijan Sevak  
An inspiration to all Secretaries



before the conference or it will be over in the morning. At the meeting the volunteers must be vigilant to direct the leaders, President, delegates, visitors, ladies, and the Press to their respective places. National songs well selected and well sung commence the conference. The Reception Committee's Chairman's speech, opener's speech, President's formal election, proposal and seconding (this can be dispensed with if he has already been elected). President's speech, Secretary's Report, and resolutions, all these will come up in their order at the conferences. If the flag-hoisting cannot take place early, after the flag-hoisting, speech will be given from the conference platform. Someone, before the conference begins, reads messages received. The Secretary must, if possible, print the resolutions passed for the conference, or at least have them decently cyclostyled, and have copies supplied to the members, failing which, typed copies in English to the Press must be given. In the Congress, printed resolutions, with notices of amendments are circulated.

After the formal conference is over, the Chairman or Secretary or some one on behalf of the Reception Committee, offers thanks to the delegates, President and the volunteers. After the President's concluding remarks, the conference ends with Mangalam or national song.

Now the conference is over, the Secretary must immediately send a consolidated report about the conference, arrangements, resolutions, delegates, collec-

tions etc. to the Press in the local language and to the English dailies ; if it is a Provincial Conference, to the other leading Provincial papers also. The Reception Committee must prepare accounts, report and send it to the members and donors and to the Press after duly getting the account audited by certified auditors. If it is a district conference, report must also go to the Provincial Office and if Provincial to the All India Office.

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## CHAPTER XIII

### HOW TO CONDUCT TOURS

*Purpose* :—When a tour has to be arranged for a leader or for a party of leaders, its purpose and functions have to be kept in view in fixing up the programme and place and time for each meeting. If it is for general propaganda, backward or less patriotic areas must be given special attention. If it is for khadi, Harijan or industrial drive, places that give greater response as well as those that need propaganda also must be visited.

*Person or Party* :—First one has to know how many are included in the party. If there is only one leader, then who are included in his tour, personal secretary, personal attendant, etc. If it is a party, who are the members, what is the total number of the party, how they divide the work, what are their needs, etc., all these the Secretary must write in advance and inform the different hosts and organisers for making necessary arrangements. During Gandhiji's Harijan tour, we had issued printed instructions about food, arrangements for bath, rest, meeting, platform, etc. The Personal Secretary of the leader or leaders will communicate to the organisers.

*Duration* :—Days allotted to your Province or District, from which district and when the party reaches your area, all must be definitely known before-hand so as to distribute time in your own area.

*Publicity* :—Publicity should be given first about the tour and its objects in your area. If it is all Province, the Press will take due notice. After the visit is settled the day's programme is fixed and must be given to the Press ; also short biographical notes and account about the work of the intending leader or party is necessary for the public. The final programmes, place with dates, followed by appeal for collections, good reception and orderly meetings are all necessary. Some account of the previous tours in the district will not be out of place. Send all the copies of the above with the tour programme to the local organisers.

During the Andhra Harijan and Travancore Temple Entry tour, the Travancore Government Publicity Officer published short accounts of the members in all the papers. When we visited the places, the people had already some acquaintance and background regarding the party.

*Places and programme* :—Call a meeting of the local organisers of those who want to invite and organize and settle finally the whole programme, time and place, rest at night, noon food, morning coffee, etc. Then there will not be any trouble. Type the final programme of each day in a page and for all the days. On one page present the total programme of the days with date, work, places, names of places. Prepare as many files as there are leaders. Show this every night for the next day and in the morning for the day. The final programme should be sent to the leader or the party for their information

and approval. Take into consideration the time you have, the distance to travel, condition of roads, resting places, etc.

*Transportation* :—After knowing the number of the members of the party, including your organization, the Secretary or President, one assistant consider the luggage and then fix up the number of cars required and persons in each car. Never overload. One has to be strict in this connection if he wants to avoid standing on the foot-boards and the tyres bursting. The same has to go in advance to the night camp, keeping toilet and stationery required for the the mid-day with you. Sometimes you may have to take a good translator both for English and Hindi. If the party consists of four or five, it can be divided into two parties and taken to different places in different cars.

*Equipment* :—The following will be necessary for the tour :—

- (1) Railway Guide.
- (2) District and Presidency Map.
- (3) District Manual, if available.
- (4) Telegraph forms, postal stamps and stationery.  
Also Press telegraph forms.
- (5) Thermos flask, 2 cups and 2 saucers.
- (6) A Petromax light.
- (7) A tiffin carrier.

- (8) Arrange for daily papers. This is the first thing one is asked to get during tours.
- (9) Microphones can be purchased or hired or arranged for the tour—as also a torch-light ; First-Aid Set ; Camera ; Typewriter.

*Daily programme* :—When the day begins, see whether the day's programme is well fixed and the day's work started well in time. Cars, petrol, luggage, all are first attended to. When the day ends, think of the next-day's programme and the arrangements for the same. Give attention to bath-room arrangements, rest in the noon, and sleep at night. The organiser in charge must sleep late and get up early if the tour has to be successful. Meet the Pressmen and introduce them to the leaders, and they too must sometimes find a place in the car.

*Finance* :—After ascertaining the number in the party, estimate the total cost for the tour. Decide who has to bear the expenses, and who are to share the burden. Write, consult, and be definite. Then collect your share.

*Report* :—In the end, publish a short summary of the tour, and touching nice incidents, with some illustrations.

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## CHAPTER XIV

### HOW TO CONDUCT CAMPAIGNS ?

A campaign is "an organised series of operations with advocacy of a political or social cause". As such it includes lectures, meetings, discussions, debates, pamphlets, books, posters, etc. Its intensity depends upon the cause and the promoters. A campaign may extend from a week to a month or months, till the object is achieved by preparing the public to think, move and vote for a particular purpose in a particular direction, as in the case of the Harijan Temple Entry Campaign. The country has witnessed Khadi, Harijan, Temple Entry, Prohibition, Resettlement and other kinds of agitation.

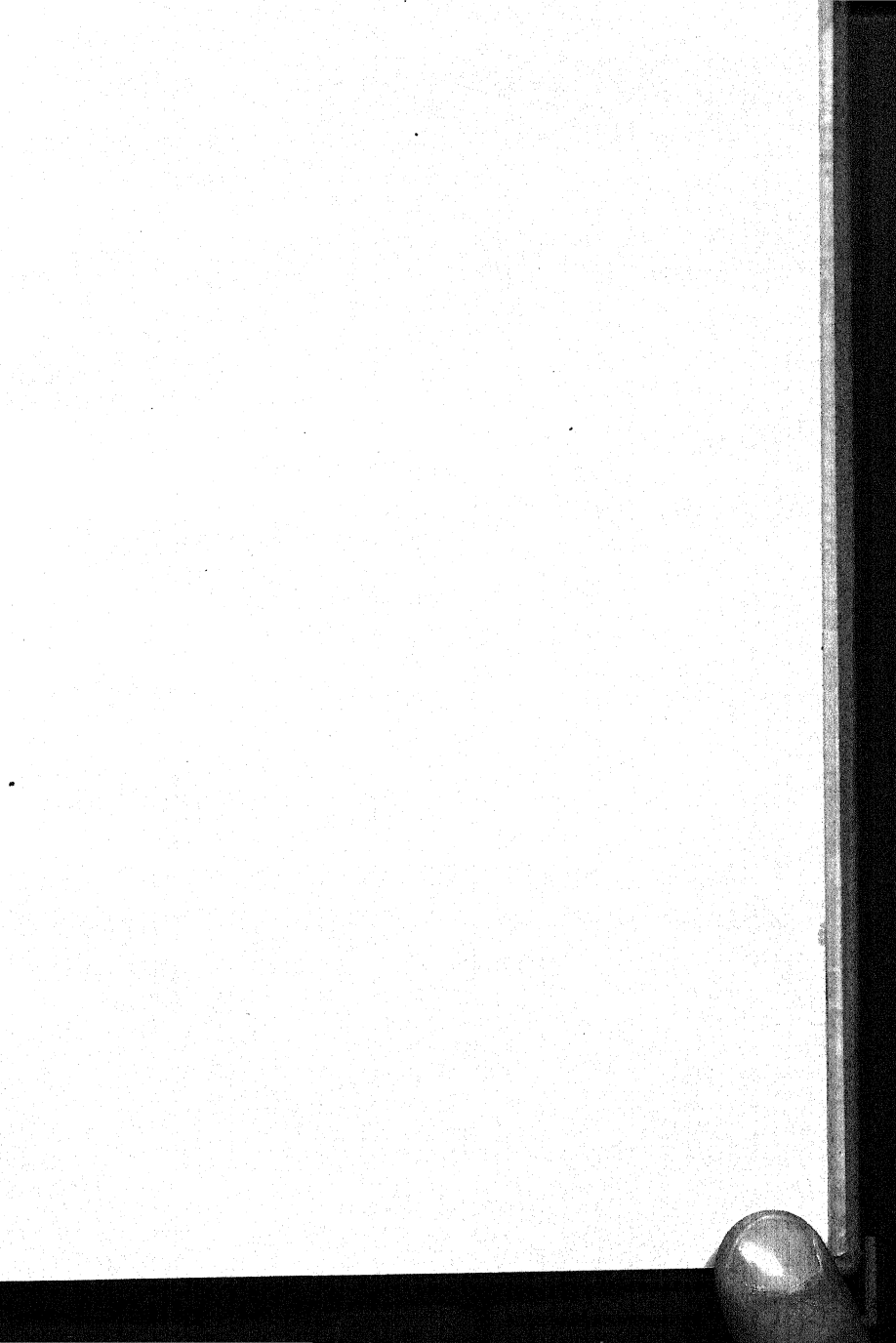
A campaign means propaganda through platform and Press. If it is an all India campaign, as the Harijan or the Khadi, the Central organisation will issue instructions and the Provincial and District organisations have to execute them. If the cause is a local one as was the case with Re-settlement or Prohibition, the District or Provincial associations have to organise the whole campaign.

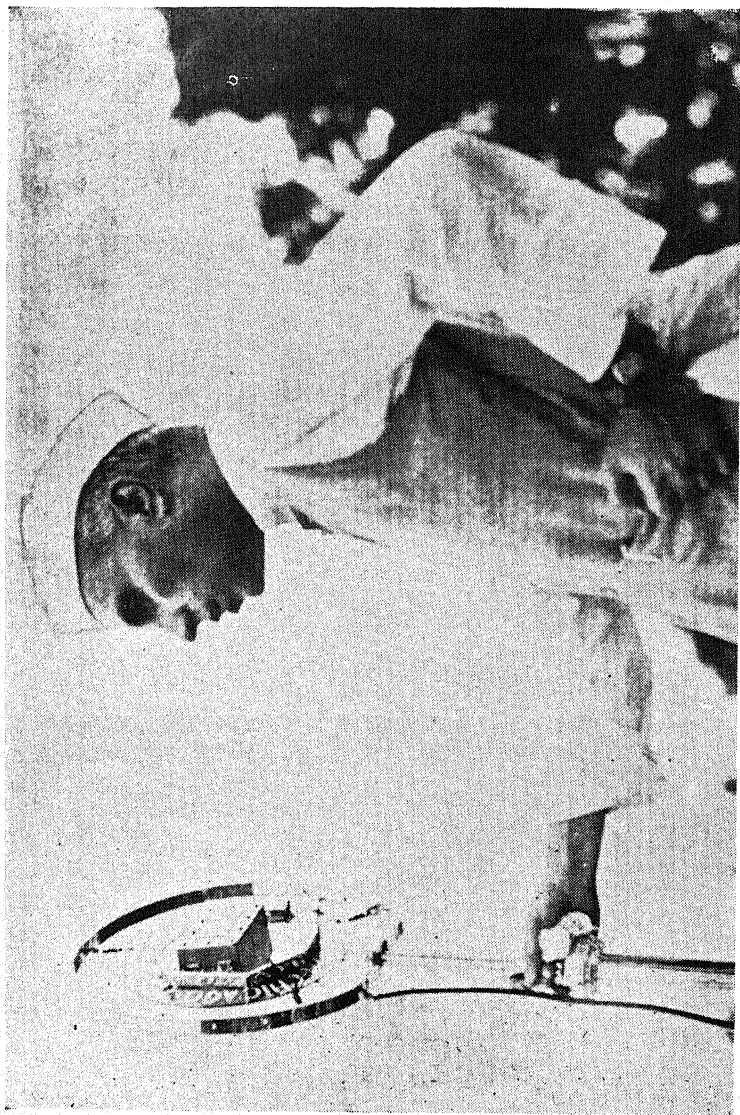
This involves a lot of expenditure. There must be planning for the campaign in all its aspects. The organiser must, at a meeting of the interested persons or members, chalk out a programme and appeal for funds.

Then even with limited resources, it can go on, as the progress of the work will fetch further donations.

A campaign can thus be conducted by means of speeches, magic lanterns, lectures and spoken word as discussions, debates, ballads, songs, dramas, meetings, groups, organisations, processions etc., and written word such as books, handbills, posters, pamphlets, lantern slides, cartoons, etc., press articles, and advertisements in the dailies.

The Secretary must first get a band of good speakers and writers. Each must specialise in some aspect of the problem. The pamphlets, hand-bills and posters and placards must be prepared. Meanwhile, arrangements for a whirlwind campaign in the districts must be made. Publicity must be begun. Then the districts, places, meetings, dates and speakers must be fixed. After the announcement in the Press, with the aid of local organisers, publicity campaign must go on. Better to have one or two who can sing songs and attract crowds. Carry a Petromax light. It will be useful for the camps and meetings. At the meetings, distribute handbills with points and members. Books and pamphlets can be sold at minimum prices. Before the meeting, have a procession with songs and placards, announcing the meeting and the place and time. During the day, meet important people who are for and against the cause, those against to convince, and those for to further and strengthen the cause. Any new cause will attract and get the approval of the students. Scholars





JAWAHARLAL NEHRU

Well known for fast writing and whirlwind campaign



and good speakers must get into touch with the above sections and address them. Also in every town, there are some social, charitable, religious groups, meetings in schools, temples and samajams. Debates and discussions can be usefully arranged with such groups. Magic-lantern lectures will be very convincing. In the local cinema that night some selected slides can be shown. In the public meeting, the speeches must be lively, interesting, appealing and covering. Take notes of the speeches at the meeting and give a chance to the opponents also. Instruct the district or taluk organisers to arrange the conference at different places and programme to attend and take part. Some members of the party will preside or open the conference.

Due publicity of the whole day's programme must be given either through direct reporting or through correspondents. Previously arrange with the editors for due and timely publicity. After the campaign is over, give the public a good report.

(For more details, see Chapter XI on Public Meetings)

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## CHAPTER XV

### NATIONAL WEEKS

National weeks and Independence Day celebrations have come to stay in our country. Who can afford to forget that ghastly Jalianwala Bagh massacre ? Who will forget to commemorate it and recall the untold sufferings of the innocent and the helpless ? So in April, the week from the 6th to 13th, has been fixed as the National Week. The whole country celebrates it according to the national organisation's instructions. So also Mahatmaji's birthday celebration takes place. The Harijan or Poona Pact is programmed for a week's observance. These weeks have helped to rouse our dead or dull national consciousness and self-respect to spur us to some constructive activity. The week covers all the items of the constructive work. Between April and September weeks, one can so adjust the programme as to cover all types of national and constructive activity. These are the national weeks :

April 6th to 13th ; and September 23rd to October 2nd.

The Secretary must plan ahead, say a month before for the coming week-day celebration. In consultation with his committee he must fix up the programme, speaker, place and finances, and then correspond, book the best men known and the speakers for the occasions.

An exhibition can easily be arranged. This means and involves pandals, stalls, advertisements, lights, etc. Start the opening day with an attractive programme and a popular leader. Close it with an equally good and grand programme inviting one or two impressive speakers, including one lady.

The week must cover all items of constructive programmes—songs, ballads, lectures, physical feats, national games, children's gatherings, mothers' meetings, prizes, local talent, and growing leadership, reviving and growing industries, all must find a place therein. The programme can be arranged thus :

1st day :—Opening day : Importance of National Weeks :  
Country's condition.

2nd day :—Khadi and cottage industries day—Spinning  
Competition — Khadi Hawking — Cottage  
industries in our country.

3rd day :—Harijan and aborigines—Visiting cherries—  
cleaning—Competition in games and songs  
for all children including Harijans to provide  
houses—Help local Hostels—Public meeting  
with Harijan leader as President.

4th day :—Women's uplift—Ladies' day—Children's  
games. Songs competition—Music—Women's  
elocution. Ladies' meeting—Review of lady  
writers, women's education—Women in  
Politics—Women's place in Society—Public  
meeting.

5th day :—Mother tongue—Improvement of mother tongue and meeting of local authors and writers—Reception Recitals—Exhibition of new books or magazines, Journals, of other Provinces—Ballads composition—Singing competition—Poems—Literary Conference or Meeting—Invite two or three good poets, writers and lady writers.

6th day :—Hindi—National language—Hindi Songs—Speeches—Competition in speeches—Hindi drama—Review of Hindi Prachar, literature and its relation and place in our local language.

7th day :—Hero—Worship of National Heroes—Procession of National leaders—Photos—Speeches on our heroes' contribution to the uplift of the country—Gandhiji's anniversary—Survey of life from different aspects—Review of the week's work.

Along with this, art and artists can be included by exhibition of pictures, etc.

Whatever work is undertaken, one has to always note organisation, finances and publicity. (For details, see previous chapters on the subject.)

Prepare a report for your office and also the Provincial or all-India Office and send a summary report to the Press. The record of your report will help your successor in fixing the programme.

*Anniversary celebrations and Independence day :—*

During the year, besides national week, leaders' tours, election and other campaigns, the Secretary has to celebrate the Independence Day, Tilak, Lajpatrai, Besant, Shivaji, Muhammed, Buddah, Jesus ; Bharathi, Veeresalingam, Ram Mohan Roy and other local heroes' anniversaries. He must keep a calendar too of his activities for the whole year and plan ahead. As soon as he takes up Secretaryship, he must run through the Hindustan Year Book and note down in his diary or note-book the activities he has to undertake during the year ; also glance through the Hindustan Year Book and note down outstanding events and their dates ; consult the President and the Committee, fix up the celebration list for the year ; in the office, on board or in the diary note down and go ahead as per plan. He will neither miss nor will any take him to task for failure of duty. He must think ahead, write in advance for speakers, secure finances, invite co-operation, have sufficient publicity, and organise well. Then success is sure, and popularity will be his. Only let him train himself to pick up the right man for the right occasion at the right time. For the meeting hall, help, and finances, let him approach in time, and when he approaches, let him approach well and successfully. This depends upon his self-confidence and contact and tact.

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## CHAPTER XVI

### ELECTIONS

*Elections are yearly and periodical*:—Yearly, if the Association, as the Congress, League, or Mahasabha, has to elect members and delegates ; periodical, if the elections are held for a period of years, two or five or nine, as is the case with Municipality, District Boards, Co-operative Society, Legislative Assembly, or Council, or Council of State or Central Assembly. Some are non-official, as the elections are to non-official organisations and conducted by non-official bodies ; quasi-government, governmental, as the elections are conducted by Government or its agents as in the Local Bodies and Legislatures, and semi-Governmental as in the case of Co-operative Societies.

The candidature, constituency, finances, election, officers, rules, notes, polling, counting, and declaration, all constitute an election. Organisation, propaganda and publicity decide success. (See Introduction-Organisation.) Even wars are now-a-days dependent upon publicity and organisation. The last German War, it is said, failed on account of British propaganda. Hence great importance attaches to propaganda through Radio and Press. The 1937 general elections to the Provincial Legislatures bear ample testimony to the organisation and organising capacity and propaganda methods of the great Indian National Congress. Of course, the Congress

has a cause to fight for, a mission to fulfil and a purpose to accomplish. Poor finances never came in the way. The Peoples' Party with all the expenditure of nearly 10 lakhs could hardly secure a seat in the Madras Assembly. The Congress candidates had to beg for a tin of petrol sometimes. But the cause, enthusiasm, organisation, whirl-wind and well organised tours, with a chain of meetings, pamphlets, handbills, wall posters, songs, ballads, placards, leaders' message, all had electric effect upon the masses. The unexpected happened. Rajahs, Maharajahs, Millioneres, party leaders, money-bags, all were defeated by humble sevaks of the people, represented through the Congress.

*Now to the election office and election :—*Selection of the candidates is over and the election campaign begins. The Provincial and District Committees will immediately meet and set to work. The provincial office will only be supplying speakers, and literature, look after part of the finances, and will be a co-ordinating office for the districts. It will pull up work where it is slow and slack, vigilantly snatches the all district campaign. The District Committee organises the work thus by opportunity.

- (i) Election Officer and Election Office.
- (ii) Publicity Officer.
- (iii) A Captain and Volunteers and
- (iv) A Finance Committee.

For Municipal elections, the whole campaign will be intense, requiring not much transportation but greater

analysis, details and concentration. It is easy to arrange speakers and meetings.

District Board Elections require a different approach and a different propaganda, touching local problems, and review of the previous administration and criticism.

In Legislative elections, provincial and district problems, provincial policies and the opponent's failures, will have to be touched upon. The party manifestoes give party achievements and the all India problem will have to be explained in the propaganda.

But the general principles of the campaign are the same for all.

*Election Officer and Election Office* :—To run the campaign for the whole district or constituency, an election officer who has good organising capacity and ability to run the campaign, and who can co-ordinate work and command confidence must be appointed. He must be a whole-time officer confined to his office. He is something like a General or Officer-Commanding, to successfully conduct the election. He must be well equipped with all the information and material necessary to win the election.

The Election Office must be like the War Office, having all necessary machinery to defeat the enemy. The Publicity Officer and Captain are his lieutenants, taking instructions from him. The office must be at a central place within the reach of buses and trains and hotels of the main road. After selection, the office must immediately secure the following :—(1) District Map ;



(2) Railway Guide ; (3) Bus timings ; (4) Voters' lists ; (5) Election Rules ; (6) Polling Stations and the villages under each polling station ; and (7) List of important people with constituents, supporters, neutrals and opponents. Draw out a map of the constituency, marking the polling stations and the weak spots. Put up a notice board for instructions to volunteers. The office must have mats, lodging arrangements, petromax light, two or three hand lights, flags, sticks, placards, badges, tiffin-carriers for bringing food, tea-set, etc.

Begin the campaign with a grand procession and a good public meeting. Make pucca arrangements for the meeting. Invite all district workers, friends and leaders. Begin well with striking impression. The first impression of the meeting is all important. The campaign must always have an effective and best impression. The office must have stationery, wall newspaper and publicity boards. Fix up meetings and speakers and make some one responsible in each village or firka for organising meetings and distribution of literatures. Also open election office in each Firka, later on at each polling centre, a flag flying and volunteer watching at the office.

As the election approaches near, the office prepares lists of all polling agents, messengers, and secret service; to watch the situations, gets pencils, flags, seals, and gives instructions to the polling agents, with lists of voters, dead or absent marked in the printed lists, which must be got ready for distribution to agents. A day before the election, all these must be handed over to the

polling agents at each polling station. The polling agent, a day previously, must be in possession of two copies of voters' lists, election rules, seal, note paper, and pen. He must inspect the polling booth and see if it is well arranged.

*The Publicity Officer* must have an eye, ear and mind for publicity. How to attractively arrange matter with hand-bills, at what psychological place wall posters and advertisements have to be put up, what is the calibre of the particular area, what type of speakers will fit in there, and how to wind unconvincing leaders or villagers, the publicity officer will instinctively catch and carry. The daily papers, the opponents' literature, and his secret service reports, he must daily go through. He must at once get manifestoes signed by leading men and faithful friends and distribute them in advance of the rival candidates. Sometimes he must catch the doubtful and harness ahead and in time to support the candidature. He will carry his propaganda in the following manner :

#### PUBLICITY

*Spoken word* :—Speeches, meetings, songs, ballads, discussions, dramas music, etc.

*Written word* :—Hand bills, pamphlets, newspapers, Press statement, wall posters, slides, pictures, cartoons, portraits of leaders on cart, Bhajans. Microphones in bus will soon come into vogue. Bus with volunteers and placards he will carry as per time-table.

*The Captain* must recruit all district volunteers to arrange kitchens, to go about distributing hand-bills, sing songs, etc., for propaganda, with Bharatamata picture procession. Separate volunteers for carrying messages, to accompany speakers, arrange meetings and look after offices must be trained. A good number of cycle volunteers to rush to villages, to bring voters, and carry messages, are necessary. The office can hire the required number of cycles. The volunteers should have dress, and flags, and some should be trained to organise processions and public meetings. The Captain must tour the district area and infuse courage and enthusiasm into the minds of the volunteers.

*Finances* :—The organisation and Committee have to collect or the candidate will have to supply and collect.

More than the campaign, the final day, *i.e.*, the polling day, arrangements demand greater attention. Much depends on how one manages to get the voters to poll. By 11 o' clock, polling agents and outside workers must check up the lists and send for the left ones. By three o' clock or an hour or two before polling time, cycle volunteers and outside workers must see that all the available voters are brought to the polls.

*Experience is the best teacher.*

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## APPENDIX

### PUBLIC SPEAKING

The place and function of organisation, and what organised work can bring about, duties and qualifications of the President and Secretary, how to conduct public meetings, conference, election, campaign, tours, etc., have been dealt with in the previous chapters. In all the above activities speech is invaluable. Effective speech has its effect upon the human activity, more so in organised work. It is well to know the elements of what constitutes good speaking and how to achieve it. A few pages will be devoted to the art of public speaking, hoping that this will be a proper supplement to the Successful Secretary.

*Public speaking is an art.* A powerful word is sharper than a sword. Politicians, public workers, legislators professors or lecturers, must learn how to speak well. By spoken word, more is done than by written word. In business, at courts, in colleges, legislatures, local bodies and national organisation, much more is spoken than written. It is a gift to many. But with care and cultivation one can acquire or improve it and use it to the best advantage. Remember that no public speaker has escaped early failures. Gandhiji's first speech was a failure. He was shy and frightened. In the court, when he first appeared as a lawyer, he could not read out his manuscript, left the court room and returned the the vakalat to the party. Demosthenes, the great Orator

used to stammer in his early days. By careful cultivation he rose to be a great orator. With ambition to speak, to serve and with self-confidence and determination to get over the obstacles, one can be a successful speaker.

In my school days, I was a bad stammerer, not being able even to give out my name. With age, aspiration to take part in meetings and public work, I began to attempt to address committee meetings and students' organisations. Failures, catastrophes, there were. But gradually I could overcome the obstacles. Much of this I found was due to nervousness, and lack of confidence. Later with ease, I was able to address many students and international groups, in U. S. A. as the President of the World Agricultural Society, the Hindustani Students' Association in California and Cornell Universities. Coming to India, I got accustomed to address conferences, public meetings, etc. without even getting conscious of my stammering. Here is my example of how we can overcome what once appeared to be insurmountable obstacles in the way of our freely expressing our thoughts to others.

Let us then consider the essentials of public speaking, what its do's and don'ts are, and what are the hints or tips to follow. Nothing is impossible. Will, perseverance and patience achieve success.

*Essentials of Public Speaking* :—Speech is narrative, descriptive, imaginative and argumentative, depending upon the subject. Speech consists of the speaker, hall

or place, audience and subject. It means a theme or thesis, a message to carry, a subject to narrate, and hearers to hear, judges to conclude, and act. Presentation of fact first, arguments next, then convincing conclusion and finally appeal will constitute a speech. Jokes and humour are essential in a good speech. The speeches in general must be sweet, straight, sometimes short and strong. The index of a good speech is the pindrop silence and attention, occasional appalause and response to jokes by cheers. All these indicate the hearers' rapt attention, lack of which is a sure sign of failure.

*Why failure* :—Failure is due to lack of self-confidence, absence of inner urge to speak out. Get up on the platform, there will be utter collapse. Why ? "What in reality causes nerves and stage-fright is lack of ideas or be they there, lack of any arrangement in their order of presentation." "Nerves are but a system of want of thought and preparation." (Page 443, Hints to Speak, Write Good English by Archbald Crafold).

*Some Hints* :—Here is the summary of the hints suggested by the above writer. Always acquire the habit of orderly presentation and clarity of thought with good form and style of language. Tell in your own mind, simply, logically, clearly and in good telling sentences. Fill your mind with materials, study what you wish to say and how you wish to say. "A speaker, no matter how experienced, should always have a healthy anxiety that his matter is well prepared for the occasion". Write your speech before-hand as Gokhale always did.

Personality is the most difficult of all characteristics, the basis of successful public speech. Speakers must develop dignity, poise and power. Get yourself to be in good health so that vibrations are strong and effective. Hold yourself erect and graceful, not stiffy so that your lungs, diaphragm and muscles of your throat and head have the best possible chance to assist utterance. Full concentration and absolute focussing of attention is required. On the platform the speaker must strain his whole personality on the audience. If notes are to be looked at, every now and then, there is definite loss of power and influence. It is ideal to speak without notes.

*Sound level* :—Gauge the strength of your voice to the size of the hall ; modulate according to ideas ; speak at moderate speed ; cultivate deliberation of voice ; emphasis in a speech is like a light and shade in painting.

*Speed* :—Take a rate at which the least intelligent listener absorbs your message. Cultivate deliberation of utterance as Beldemin. The larger the hall, the more imperative to speak slowly.

*Gesture* :—Use gesture now and then to drive home your point. Gesture should really run parallel with emphasis in sound. Look to your audience in the face, speak as if you are speaking to one person. By so doing you will hold attention in a manner not otherwise possible. Address on all sides and don't fix on one side only. Tone, touch, emphasis, gesture, the very look in the eyes, appearance of the face and body, all affect the

audience. All these must be brought into play. Identify yourself with the audience using "We"; never say "I". Do not forget local idiom, the people, their social, economic, and cultural background. Start the speech with a striking quotation or telling parable. Before making a speech in any place, try to ascertain certain useful facts regarding the local conditions in relation to the subject matter to the speech to give a local colour.

Wight E. Watkins, in his 'Effective Speech' suggests the following for effective speech: "Present your ideas clearly, with sound facts and striking examples logically arranging your ideas, in convincing order, forcefully, with good physical vigour, good voice and pleasing hearing. Make a good outline and prepare your notes in good form. Do not fail to rehearse the finished speech once or twice. Keep the real situation in mind.

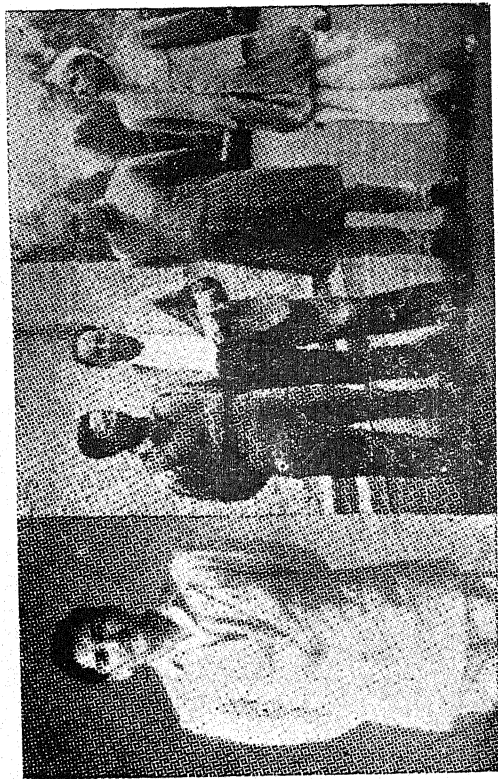
Think more clearly; state your ideas more exactly; strengthen your emotion; improve your appearance; and concentrate, widen and deepen your interests.

*Learn all you can about audience*:—Find out who else will speak; make your speech short especially if many others are to talk; make it of a character in matter that will not offend anyone present but 'will please all; have the speech well prepared and planned; have something worthwhile to say, along with pleasing voice, and a cultivated pronunciation. Deliberation is necessary at the beginning of a speech; it is often well to stand still. Do not begin saying anything until perfect silence is secured. The speaker should sweep





*Some successful Secretaries of famous Leaders*



KHURSHID KHAN (Jinnah's Secretary), HUMAYUN KABIR (Azad's Special Secretary),  
PANDE (Pandit Pant's Secretary), AJMAL KHAN (Azad's Permanent Secretary),  
and UPADHYAYA (Pandit Nehru's Secretary).

*With the kind Courtesy of the Editor, Forum*

the audience as early in the speech as possible. The eyes should be directed straight to the audience. The speaker who wishes to hold the respect and attention of his audience must speak both correctly and distinctly.

*Parts of the speech :—*

- (i) The adjustment of the speaker to the audience ;
- (ii) The adjustment of the subject to the audience ;  
and
- (iii) The adjustment of the speaker to the subject.

The speaker should be strong, sincere, dignified, and should cultivate poise and be human and sympathetic. Budding speakers who want to be successful speakers will please note the ten points suggested by Robinson in the above book as to how to get material for the speeches.

*Getting material for the speech :—*

- (i) A speaker must often supplement his own information on a subject.
- (ii) A broad background of culture is necessary for a speaker. Broad and general background of the speaker's individuality determines the [success of the speaker (whole man).
- (iii) Broad culture is a help in analysing a subject. The broader is a man's culture, the better able he is to become a specialist in some limited field necessary to a speaker.
- (iv) Careful observation.

- (v) Wide reading.
- (vi) Should read literature, great classics of all human history and the best of current books, representative of the best thought of the year and month. A speaker must be up-to-date as well as firmly grounded with great truths of all time. Newspapers of the best sort should also be daily perused. Everyone who essays to speak at all often, should set aside each day some time for reading solid books of the past, current books of the year, magazines and newspapers.
- (vii) Cultivate the habit of making his mind a store-house of facts and ideas, for subsequent use as speech material.
- (viii) Keep a card index of speech material.
- (ix) Conversation, reading and thinking are the three great sources of speech material.
- (x) Original thinking.

Professor Ranga suggests parliamentary speeches for the following purposes :

- (1) to organise a popular or mock parliament on burning topics.
- (2) when necessary to be prepared to face on the same platform the advocate of other view-point, especially in election.

Learn how to address, marshal arguments, answer the adversary, and turn the audience against the opponent.

*Purposes :—*

- (i) to develop mass contacts.
- (ii) to win intellectual and public support for the party ;
- (iii) to obtain sympathisers, for the ideology of the party ;
- (iv) to gain allies to the party from among the public;
- (v) to refuse to co-operate with those who work against the party and its ideology ;
- (vi) to distinguish constructive and useful united fronts from those in which one's party is thought to be undermined by others.

In your own province, survey and pick up yourself successful popular speakers. The type and difference, make up, what constitutes to be success, cause of popularity, who creates permanent effect, good meetings and speakers, these constitute the laboratory for the public speaking student. A study of the following all-India leaders presents different types of speakers : Mahatmaj, the Rt. Hon'ble V. S. Srinivasa Sastri, Dr. C. Rajagopalachari, Mrs. Sarojini Naidu, Sri Kamala Devi, Pandit Jawaharlal Nehru, Pandit Malavya, Sr-Bhulabhai Desai, Sri S. Satyamurthi, Acharya Narendrai dev, Sir S. Radhakrishnan, Sir C. R. Reddi, Dr. Pattabhi

Seetharamiah, Sir R. K. Shanmukham Chetty, Dr. T. B. Sapru, and Babu Rajendra Prasad.

GANDHIJI :—When Gandhiji speaks, the whole world listens to him. But still he is not a speaker. In spite of that, if the volume of the speech is to be taken into account, he must have spoken double the quantity of contents of any two best speakers in the world put together. His speech is a perennial flow, but slow, steady, pointed, accurate, economic and to the point. He speaks what flows from his heart but not what his taste of the language dictates. He does not possess the qualities of a speaker enabling him to make an impression on the audience. His public speeches sound more like literary documents. He never makes an effort to impress or persuade his audience artificially to accept anything. His speech is an amalgam of syllogical chain of argument and sincere flow of heart, so a blend of the best intellect and heart.

Gandhiji rises to great heights in personal conversations. He is considered to be matchless by the best conversationalists of the world. He assimilates in a moment what is best in the opponent's arguments, and produces a better instantaneously. Hence people who go to him to persuade him to their point of view are always afraid of him. His is not an art of an acquired type. It is spontaneous, instinctive, born and cultivated with perfect consciousness and understanding, to the heights of divinity. Yet it will look to be within the reach of human beings, as all his qualities are human and there is no mystery about him.

He is a deep thinker. His thinking is as consistent as it is deep. It is also concrete, not abstract. He can think of the minutest details of the programme of a subject, or of a constitution, and plan with the same vigour and care for executing his schemes. There are architects of institutions, associations, and builders of organisations, but Gandhiji is an architect and builder of a Nation. He is the best draftsman, excellent secretary, perfect organiser, great agitator, born leader. His energy for work is inexhaustive. His drive for expansion of the same is irresistible. His vision for carrying out programmes of any dimensions and campaigns of any velocity is almost superhuman. His care and cautiousness and also the restraint is inimitable. His handling of men and matters is exquisite. He plans and manages with the same thoroughness and exquisiteness either his private office or the arrangement of the holding of the annual session of the National Congress. His philosophy of life is service to human beings and the establishment of homogeneous institutions for conducting human affairs. Hence he never fails in planning out anything with the necessary thoroughness. Today the blindest can see, from one end to the other of this country, the everlasting imprints of his work in the forms of various institutions, organisations, associations, communities and individuals who have been moulded into worshipable images by their association with Gandhiji. To mention a few, the All India Spinners' Association, The All India Village Industries Association, Hindi Prachar Sabha, Cow Protection, Hindusthani Talmi Sangh, etc.

DR. PATTABHI SEETHARAMAYYA :—He is a great orator, who has cultivated oration from his very childhood as one of the weapons for public service and leadership. When he speaks, he speaks in a torrential flow. Words flow from his mouth like sounds produced in a musical orchestra of instrumental and vocal music, sometimes like in the orchestra, the drummer playing and the violinist vying with him and the musician intervening to bring both together and all the three producing the best impression of their talents on the audience. The information he employs in the course of his speech is voluminous, vast, and discloses the depth of his study, the keenness of his grasp, the breadth of his vision and his capacity to harness it for a particular objective and programme which he pleads for. His knowledge is versatile. He always draws similes from actual life. They are very homely, forceful and never made literary. He discloses a very vast knowledge of the subjects he deals with, and presents his arguments to enable his audience to take a permanent imprint of the same. A great interpreter, the best exponent, a trained “pleader”, excellent commentator, he speaks in English, Telugu and Hindusthani with equal amount of facility and ease. His vocabulary is inexhaustible. He makes always an impression upon the best learned among his audience that the speaker is very learned and a great scholar. He addresses the masses in their own language and style, and brings himself down to their standards for the purpose of elevating them to higher spheres. He can address any audience in any city of any class with perfect



self-confidence and assertion and leave them spell-bound. His contribution particularly to Andhra platform during the last quarter century of National Renaissance has been marvellous.

His memory is colossal and can bring and produce any statistical table without the omission of a comma or a fullstop with perfect accuracy of every figure. He can quote dates of incidents, births of big men, details of events, in any context when he requires it. He is one of the very few who can use his pen with the same force and facility as he uses his tongue. In addition to this, he is a born architect, builds up organisations, runs associations and gives and draws inspiration without prejudice and with purposefulness from all in and around his sphere. He is a genius and born organiser. To his credit today there are monumental institutions that have reached great heights, standing as a permanent mark of his capacity in Andhra Desa, namely, the Andhra Insurance Co., The Andhra Bank, The Hindusthan Ideal Insurance Society, the National College, Co-operative Banks, the All India Spinners' Association, and many others.

ANDHRAKESARI PRAKASAM speaks on the platform less words and more gestures. It is Prakasam's personality that speaks. He always speaks in self-forgetfulness, and speaks always about the down-trodden, aggrieved and about the people's sufferings. He never tries to mirror his audience, with facts and figures, but always imports into his speech and heart the actual sufferings of

people and therefore he always carries the audience by the demonstration of his sympathetic heart and readiness to give his all for ameliorative work. His is always a long speech, not known for brevity, pointedness, accurate and appropriate use of words. But at the same time he produces a great impression on his audience by showing his earnestness to service, capacity for sacrifice, and readiness to protect his people by throwing his own life into danger. He is a born hero. By his personality and deeds he tries to transplant on the hearts of the people the necessity for sacrifice and heroism. He conducts whirlwind campaigns and flying tours, and thousands listen to his speeches. They all leave him with perfect satisfaction, that they have heard the voice of a hero. His voice is not at all musical nor melodious. It is more the roaring of a lion. It makes a direct imprint on the hearts of his audience, rings into their ears, vibrates on the arena from which he speaks and also the surroundings of the same. He is very human in his dealings. As his speech is very sweet, purposeful in life and powerful in deeds, therefore his audience is always attentive to him. A very hard and strenuous worker, he comes into constant and close touch with all, and therefore becomes friendly and respectful. That is the secret of his popularity and the power in his speech.

**MAULANA ABUL KALAM AZAD :—**Of scholarly temperament, a lover of books and the good things in life, Abul Kalam Azad loves the quiet of his library rather than the hectic political life outside. He is at his best in Committees in probing into the intricacies of problems,

He is, however, a powerful speaker, one of the most coveted and finished orators in India. His gestures are expressive and careful. It is a treat to watch him unfold a problem. He will hold his audience enthralled by the unbroken flow of reasoned argument and impassioned eloquence. He is a linguist.

**BABU RAJENDRA PRASAD :—**A man of vast learning and scholarship, Rajendra Prasad is a homely speaker. He can talk to people in their own language direct and simple, so as to be understood by them. He is not an artist; no rhetoric, no effort at phrase-making, no gesture, no oratorical flights in his speeches. His talk comes straight from the heart. His sincerity, conviction and lucidity of expression contribute greatly to his success as an effective speaker.

**DR. C. RAJAGOPALACHARI :—**A finished speaker, who knows the value of brevity and economy of words, he is not an orator in any sense of the term. He shares with Rajen Babu many of his qualities as a speaker. He has a high sense of humour and is full of parables in his speech. His powers of sarcasm are of a very high order. His subtle and gentle way of developing a theme or argument is of his own, rarely to be found in other speakers of repute. He can speak effectively both in Tamil and English.

**SUBASH CHANDRA BOSE :—**He stands statue-like; the flow of his language is liquid and musical. At times it is purling with humour and sarcasm. The downrightness in his speech brought him many enemies. With all,

he was a great patriot who understood the need for building up organisations and effective party machinery for achieving freedom for India.

MRS. SARAJINI NAIDU :—She has a first-class brain, wide and tolerant. She is a magnificent orator and her language is mosaic of wit and humour, simile and metaphor, and full of poetic flights. Her most remarkable quality is her unfailing sense of humour. She is full of gestures. Her speech is also anecdotal. She can speak in several languages.

GOVIND RANADE :—"His tongue was eloquent and commanding. There was no art in his sentences or in their grouping. You do not come across a light humour, no passing allusions to trivialities of thought or gossip. His style is by no means varied, picturesque, or pleasing, but it is weighty without being ponderous, profound without being mystic, edifying without being homilectic." —(Rt. Hon'ble V. S. S. Sastri).

W. C. BANERJEE :—He is the first President of the Indian National Congress. "His intellectual gifts were of the very highest order endowed with an intellect on one's critical figures and comprehensive humility, a truly marvellous memory, luminous powers of expression, captivating eloquence, great industry and a wonderful habit of method and discipline. And added to these were a fine personality and extraordinary charm of manners."—(G. K. Gokhale.)

G. K. GOKHALE :—"Mr. Gokhale was a very captivating speaker. He was not an orator in the sense

that he could indulge in flights of rhetoric and move his audience, but clear, close reasonings, a lucid statement of facts and the fascinating way of drawing conclusions from facts were his characteristics. There was no humour in his speeches, but there was that close examination of facts and he made facts alive. He impressed them upon his audience in a manner which showed that he can handle facts so as to make them live realities."—(N. G. Chandra Varkar)

S. SATYAMURTHI was one of the few orators who made an everlasting mark of the gift of his tongue. He combined in himself the propagandist, agitator, fighter, organiser, secretary and also the leader. He never suffered from any complex. Whatever he said, he said with the full consciousness of the consequences. When he said, he imported all the force that he was capable of into his language. He was a mass orator and could speak for hours together without strain or slack. He had abundant humour in his speech, but this humour always gave merciless cuts on the hearts of his opponents. His language used to be always of the scholarly type. He never descended to the vulgarities to cater to the taste of the low. He was a great scholar in Sanskrit and scholar in his own language, Tamil and also in English. He never fumbled in his speech for an appropriate and forceful word, phrase, or idiom. He had a perfect command of the language which he used. He was an actor and had perfect knowledge of human psychology and the psychology of individuals, groups and also crowds. Hence he never had any difficulty in

managing any audience. He was equally known as a debator. In the Madras Legislative Council and the Central Assembly, his reputation as a debator is unsurpassed. He was at his best in reparte. He always behaved like a self-appointed custodian in charge of high taste, decorum and decency in debates in any group, or assembly or Committee meetings. His capacity for handling matters connected with administration was equally praise-worthy, as he possessed, in abundance, self-confidence, confidence in his virtue and his talents to guide, lead, manage and conduct. He was always popular by his speech, by his behaviour, by his intelligent understanding of human affairs and above all his humanitarian spirit.

Whenever he acted as secretary to institutions, as the Tamilnad Provincial Congress Committee and Central Legislature party, to mention a few, he had put a great drive into the work, promptness in his disposals, punctuality in programme, quickness in his decisions, sharpness in his understanding and volume in his output.

PANDIT SUNDERLAL will find an important place in the list of any five best speakers in India. His speeches on the Hindu-Moslem problem, cultural and political evolution of India as well as human races in other parts of the globe are of absorbing interest. The punctuation and the mannerisms, the scholarly quotations from religious and other books, reveal the vastness of his taste and the capacity of his understanding. He is a great humanitarian. The tremendous energy that he is capable of is harnessed to the very drop of it for a

particular objective, namely, the Hindu-Moslem unity, in which he is a specialist. He talks with perfect ease and facility Hindi, Urdu, Parsi and English. He knows by heart the whole of Koran, Bible and Gita. He imports into his speech the intensity of his feelings, the largeness of his heart, earnestness and readiness for action. He is as great a writer as he is a speaker. His speeches also are voluminous as his writings are. He commands large audiences, entertains and engages them for hours together; weeps with them and makes them weep, narrating the pitiable state of affairs about our political and communal conditions. He is inimitable in style, manner, presentation and highly inspiring in spirit.

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